



**COMMITTED TO**

**WESTERN SYDNEY**

Wentworth Community Housing  
Annual Report 2018



**wentworth**  
community housing



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### **Acknowledgement of Country**

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

# Our Purpose, 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 each other and the people we house and support.



## Our Intent

### **We improve tenant experiences**

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

### **We build communities**

Building resilient communities which enable local leadership and participation.

### **We create housing solutions**

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

### **We reduce homelessness**

Delivering innovative and sustainable solutions for resolving and preventing homelessness.

### **We build organisational capacity**

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

**We are the only Western  
Sydney Community Housing  
Provider whose services  
reach across the full  
spectrum of housing need.**

# 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. Most of these are located in the Penrith, Hawkesbury, Blue Mountains and Blacktown Local Government Areas. We are also committed to delivering more affordable housing and have developed properties in Penrith, Blue Mountains and The Hills Shire areas.

## Our history

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

## Our services today

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

**Social housing** for low income people eligible under Housing Pathways.

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

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

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

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

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

## Affiliations and Accreditations

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

# Building homes and nurturing communities

## Raj – Wentworth tenant

When Raj found out he had to leave his apartment at short notice, he feared he would end up homeless.

Raj had been living at Norman Court in Richmond a year when the owners told him the complex was to be redeveloped. At the time he was the full-time carer of his elderly mother and his wife. Raj had close bonds with the other residents at Norman Court, many of whom were elderly and also needed to find housing urgently. He was sad to be moving away from his friends, and anxious about how he was going to find another place for his family to live in a hurry.

"It happened very quickly," he says. "All the tenants were really upset. At the time my wife was recovering from cancer. I couldn't apply for a job because of my caring responsibilities and it's hard to find a house in that situation."

Thankfully, Wentworth was able to accommodate Raj and seven other Norman Court residents at our brand new Phillip Street complex in St Marys. Raj says he couldn't believe his eyes when he walked into his new apartment.

"For me it was like winning Lotto. I thought it looked like a luxury apartment. It was especially wonderful because when you move into a new place it can take time to get to know people. I already knew my neighbours."

With his bubbly, outgoing nature, Raj has become a vital part of the community at Phillip Street. He's always there to welcome new residents into the complex, he's a member of Wentworth's Tenant Advisory Group (TAG), and he even spoke at the official opening of Phillip Street.

"I was really happy to have the opportunity to speak alongside the Mayor and the Honourable Minister for Housing, Pru Goward," he says.

"I don't know what I would have done without Wentworth. The wonderful people who work there have so much empathy for people like me."



**"For me it was like  
winning Lotto. I thought  
it looked like a luxury  
apartment."**

Raj is enjoying living in his new  
apartment at St Marys.



# Chairman's report

It is my pleasure to present this, my fifth and final report, as Wentworth's Chair of the Board. I have served on the Wentworth Board for just short of seven years. This report gives me a great opportunity to look back on my time at Wentworth. More importantly, it also gives me the chance to reflect on what I think are the key issues for the future.

## Our geography

Wentworth has defined its community as Western Sydney. We believe working locally makes us more effective at meeting clients' needs and restoring their independence. By forming appropriate partnerships with regionally based non-Government and Government agencies and collectively targeting and measuring housing needs, we think we can change lives. We also believe that community housing strategies that pursue scale at the expense of local connections will not deliver the best outcomes. While we acknowledge the importance of scale when delivering community housing services, I am very proud that Wentworth has stuck to its strategy of focusing locally.

## Ending homelessness

Wentworth's homelessness programs long ago moved on from 'managing' homelessness to 'ending' it. That thinking, in my view, is fundamental to how homelessness services need to change in the future. Ending homelessness requires integrated local solutions. The starting points for better service integration are good data and a collective commitment to focus on prevention. Wentworth collects reliable, useful data on the homeless persons in our communities. We are currently broadening that data to understand more precisely where housing stress is occurring. And we have committed to a collaborative strategy that incorporates homelessness prevention: addressing homelessness early, either before stable, long term housing is lost or immediately after the first occurrence.

A black and white portrait of a middle-aged man with short, light-colored hair, smiling. He is wearing a dark suit jacket, a light-colored collared shirt, and a striped tie. The portrait is positioned on the left side of the page, partially overlapping the text and the quote boxes.

**"I am very proud Wentworth has stuck to its strategy to focus locally."**

## A National Housing Policy

Australia needs a National Housing Policy. Social housing is evolving but its future is uncertain. With tight government budgets ahead of us, the growth of affordable housing (positioned at a 20% or thereabouts discount to market) will be a focus for most Community Housing Providers but it still won't be enough. Our housing system is ripe for innovation, from local and State Governments, as well as from Community Housing Providers, builders and property developers. The Federal Government has an important role giving that innovation some direction and certainty, which is what a National Housing Policy would do. We applaud the Federal Government's introduction of the National Housing Finance and Investment Corporation (NHFIC). However, on its own, without the framework that a National Policy provides, this and other initiatives will struggle to effectively address the nation's housing needs, particularly for lower income groups.

## Building ladders and avoiding snakes

The current level of Australian household debt is worrying. The downturn in the housing market has begun and this will create increased housing stress for people with large mortgages relative to property value. The risk is that more people may default on their loans as interest rates rise, and homelessness will increase as a result.

We all know the Snakes and Ladders game. For many families and individuals, securing housing will look a lot like that game.

Wentworth's capacity to link housing and homelessness systems puts us in a unique position to build the more positive part of that game, the 'Ladders'. Ladders get families and individuals back on the road to stable housing. The first step on that ladder takes those families or individuals from homelessness to rapid rehousing or permanent supported housing, depending on their needs.

Subsequent steps on the ladder are less well known and supported, but equally important stepping stones to stable housing or moving on from social housing altogether. Providing appropriate training and employment pathways is one such step. Support to access training and find a job goes a long way towards helping an individual build their confidence and independence.

'Exit' steps on the ladder are poorly supported in our system. Clear, long term supported pathways need to be established. Although exiting the social housing system won't be an option for the majority of social housing tenants in New South Wales (NSW), we can do better for those that aspire to that journey, particularly younger tenants.

At Wentworth we have been particularly interested in how we support the children of families in social housing to break their reliance on this form of support. Our interest in building a Youth Foyer in Penrith has been part of this thinking. We have also done significant work this year to launch a social enterprise targeted at employment for young people.

The NSW Government is also progressing some initiatives that support exiting social housing, but in my experience, these will need to be well resourced and provide long term transitional support. In metropolitan Sydney there are many compelling financial reasons for people to remain in social housing. Stepping stones are needed over a number of years. Community Housing Providers should be committed to reducing intergenerational social housing and to targeting a higher percentage of tenants to be supported to exit the system.

## Thank you

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

In the last year we welcomed two new Board members — Andrew Sweeney and Justin Doyle — both of whom will add significantly to the capabilities and experience of our Board.

It has been a privilege to serve as the Chair at Wentworth over the last five years. I particularly wish to acknowledge the advice and support I have received throughout that time from the Vice Chair, Ken Gilbert. I leave with every confidence for Wentworth's future.



**Keith Bryant**  
Chair of the Board

# CEO's report

It is an exciting time for Western Sydney, with increased investment in the region for a new airport and associated transport infrastructure. A much needed emphasis on creating local jobs will also mean that the spotlight stays firmly on housing affordability, which remains a significant issue despite a recent easing in house prices and rents.

At Wentworth, we have made substantial progress in implementing our three-year Strategic Plan 2016–19 to strengthen our organisational capability and enhance our services. However we acknowledge that there is still more to do to fully satisfy our own goals and the expectations of our clients.

Our new Sustainable Communities team commenced operations during the year and has had an immediate impact, with a renewed focus on tenant involvement and employment outcomes.

We have also continued to develop and maintain strong partnerships with local stakeholders and like-minded organisations, reinforcing our clear commitment to Western Sydney.

## Tackling homelessness

The increase in people sleeping rough in the Hawkesbury and Penrith areas has been a particular concern during the year. Accordingly our Heading Home – Ending Homelessness Here project has remained a high priority. Working closely with a range of partner organisations we have continued to pursue innovative housing solutions, and are pleased that our Garden Flats Expo will take place later in 2018. Another major initiative was our forum for private real estate agents. We designed this to help them better understand their tenants and more effectively provide support when it is needed.

## Sustainable communities

The development of a Sustainable Communities strategy has provided us with a clear framework for future engagement with our tenants and their local communities. It was very pleasing to see that membership of our Tenant Advisory Group continued to grow during the year, and we worked closely with the Community Housing Industry Association (NSW) to plan and deliver training to enhance the advocacy skills of our tenants.

We were delighted to progress two new initiatives. Neighbourhood Jobs will operate as a separate business within Wentworth to provide a specialised training and employment program for young people who live in social housing or are at risk of homelessness. We appreciate the strong support and financial assistance from the NSW Department of





Industry that has enabled the development of this social enterprise, which will launch in late 2018. We also developed a training and mentoring program for Women in Social Housing (WISH) which was rolled out in July 2018.

## Improving our services

The opening of our new office in the Katoomba town centre in early 2018 was an exciting occasion for staff members and clients living and working in the Blue Mountains. We hope the new space will provide an improved level of service for our clients. At about the same time we also launched our integrated client contact centre to handle all maintenance and tenancy calls. Detailed tracking of call performance since the upgrade indicates that our clients have had a significantly improved experience.

Developing a better understanding of the condition of our properties is central to improving client satisfaction with repairs and maintenance and ensuring the most effective use of our resources. The implementation of a new asset management system was therefore a significant milestone, and will enable us to collect and record more detailed information and make more informed decisions in the future about priorities for our maintenance and property upgrade programs.

## Increasing housing supply

In late 2017 we completed construction on a 49-unit apartment complex at Phillip Street, St Marys. This project is an excellent example of collaboration with three levels of government, and we were pleased with the strong turnout of political representatives and project partners when the development was officially opened earlier this year. We were thrilled to receive a grant of \$3 million from the State Government in June as a contribution towards a new micro-units project, also located at St Marys.

## Strategic partnerships

Consistent with our commitment to Western Sydney, we were proud to enter into a partnership with the Western Sydney Community Forum and become a major sponsor of the Zest Awards. We have also started strengthening our involvement with Western Sydney University and continued to nurture valued relationships with key partners in the housing and homelessness sectors.

## Shaping our culture

Our determination to shape a constructive workplace culture has been underpinned by the development of a contemporary Code of Practice, which was implemented in August this year. It clearly establishes the 'Wentworth Way' of ethical decision-making and sets out the standards of behaviour expected of all staff.

## Financial performance

We achieved another 12 months of strong financial performance. The operating surplus for the year of \$1.50 million (2017: \$2.74 million) was positive, given the continuing investment in staff, technology and new initiatives. With reserves of \$19.18 million unchanged from the previous year, Wentworth maintains a solid financial base. This provides capacity to enable further investment in new housing stock and the implementation of initiatives to support our work in preventing and reducing homelessness and building sustainable communities.

## Next year

Our priorities remain clearly focussed on what is best for our clients and local communities. We expect to see continued improvements in the quality and consistency of our services as a result of our technology investment and a strong ongoing emphasis on operational effectiveness.

Despite challenges with some government policy settings, we remain committed to expanding the supply of social and affordable housing in Western Sydney and will continue to explore a range of innovative housing solutions.

As always, I would like to thank our staff for their passion and ongoing commitment to meeting the needs of our clients, and the Board of Directors for their advice and strong oversight of the organisation throughout the year.

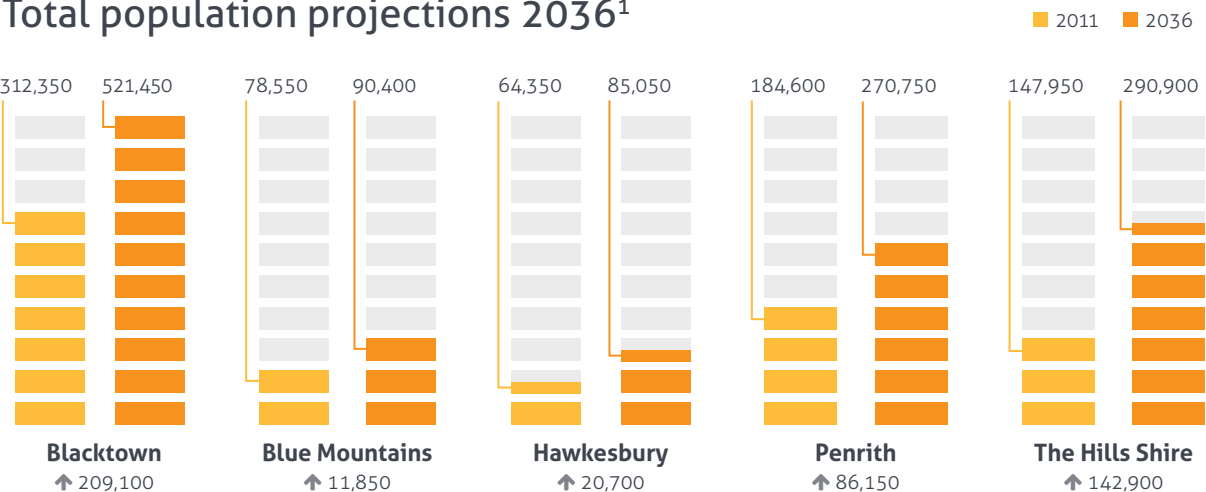


**Stephen McIntyre**  
Chief Executive Officer

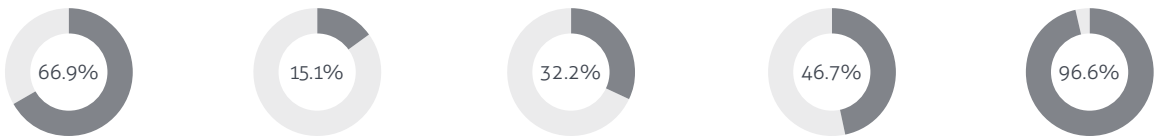


# The housing situation in Western Sydney

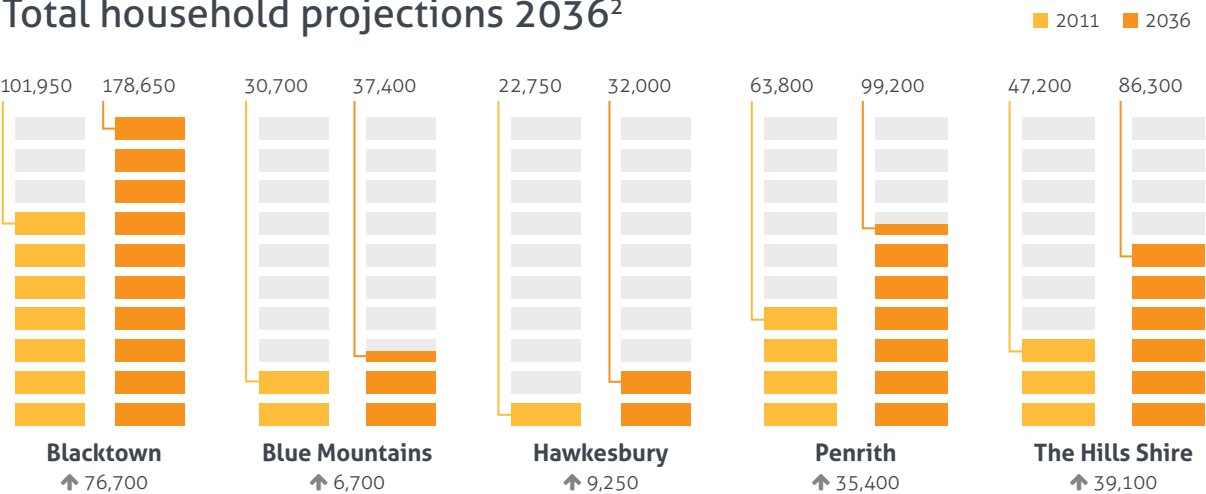
Total population projections 2036<sup>1</sup>



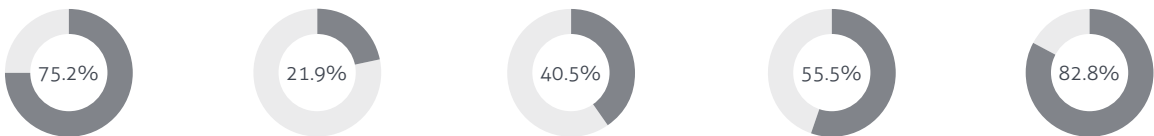
Total % change



Total household projections 2036<sup>2</sup>

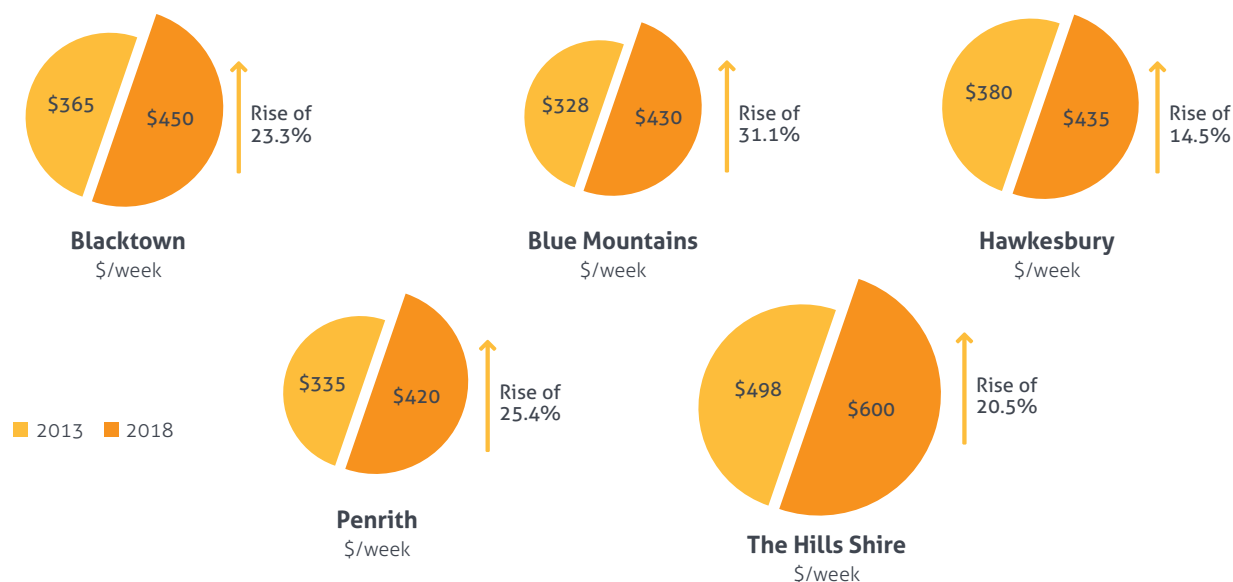


Total % change



## Market rental affordability<sup>3</sup>

Median rent changes 2013–2018 (all dwellings and all bedrooms)



## Home purchase affordability<sup>4</sup>

Median sale price 2012–2017 (all dwellings and all bedrooms)



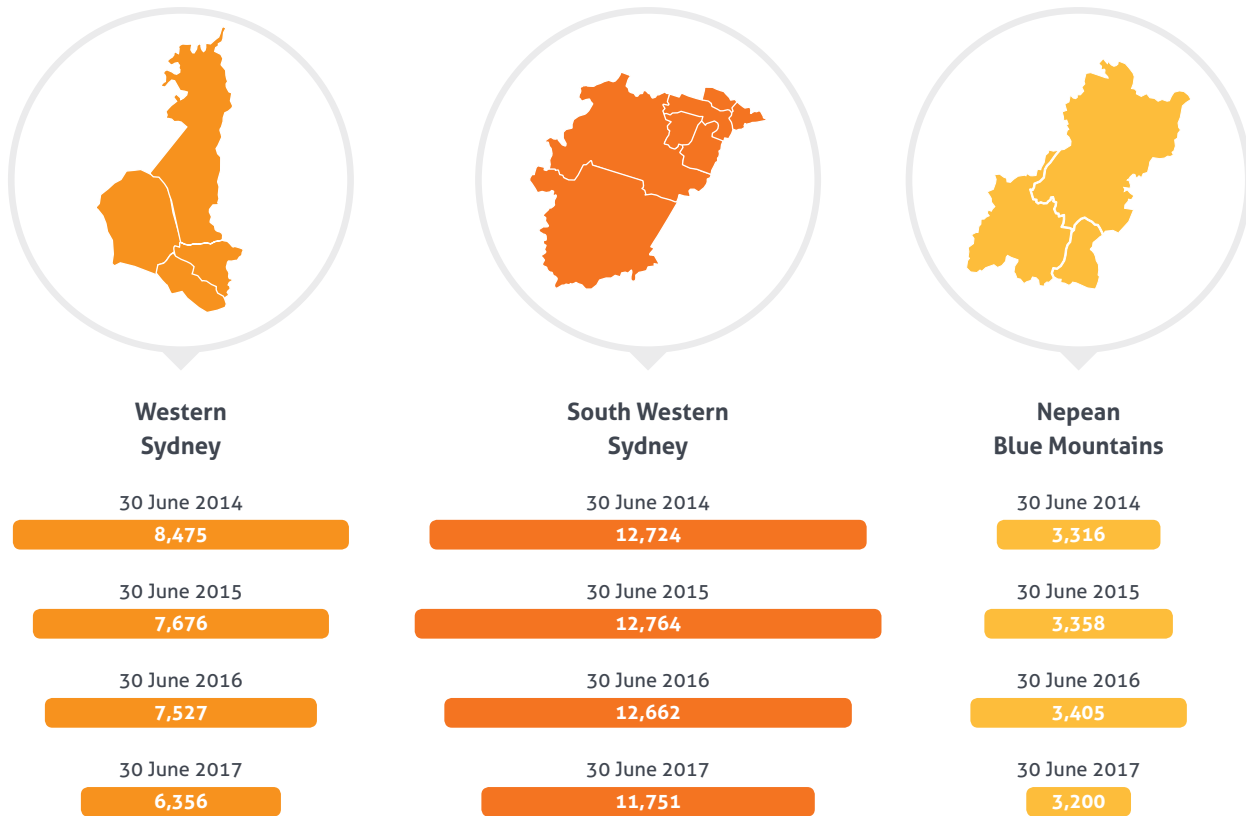
1. Source: 2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements; NSW Department of Planning and Environment.

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

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

4. Source: Rent and Sales Report December Quarter 2011, 2017; Department of Family and Community Services, Housing NSW.

## Number of social housing applicants on the Housing Register<sup>5</sup>



## Number of homeless persons, by area<sup>6</sup>

2011 2016

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.

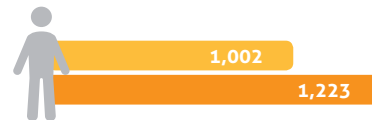
### Blacktown

↑ 11%



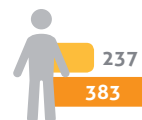
### Outer West and Blue Mountains

↑ 22.1%



### Baulkham Hills and Hawkesbury

↑ 61.6%



5. Source: Department of Family and Community Services Statistics, <https://public.tableau.com/profile/facs.statistics#!/vizhome/Socialhousingassistance/Dashboard7>

6. Source: ABS Census of Population and Housing, 2011–2016 – Estimating Homelessness.

Referenced from 2016 Census Topic Paper – Estimating Homelessness in Greater Western Sydney, published by WESTIR Limited, July 2018.

11 phillip street

**Completed affordable**

**housing on**

**11 Phillip Street, St Marys.**

# Wentworth in 2017–18

2,411  
properties



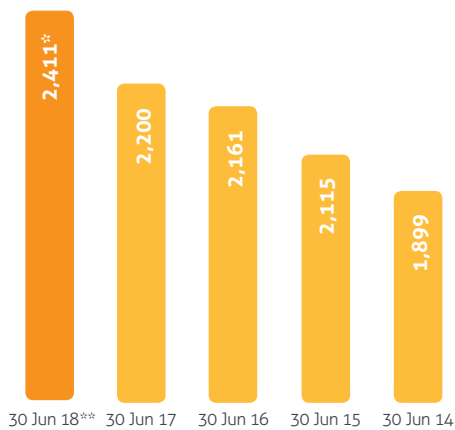
4,958 people provided  
with a home

1,068

clients supported through our homelessness services

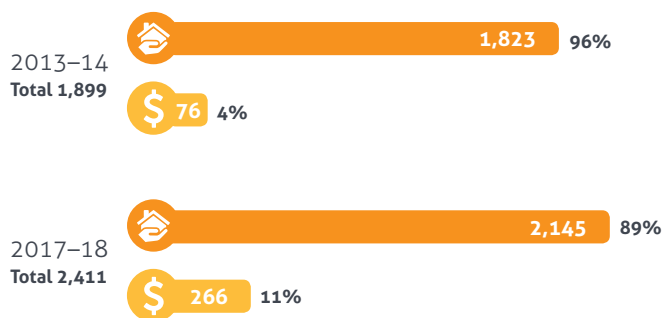
## OUR PROPERTIES

### Number of properties



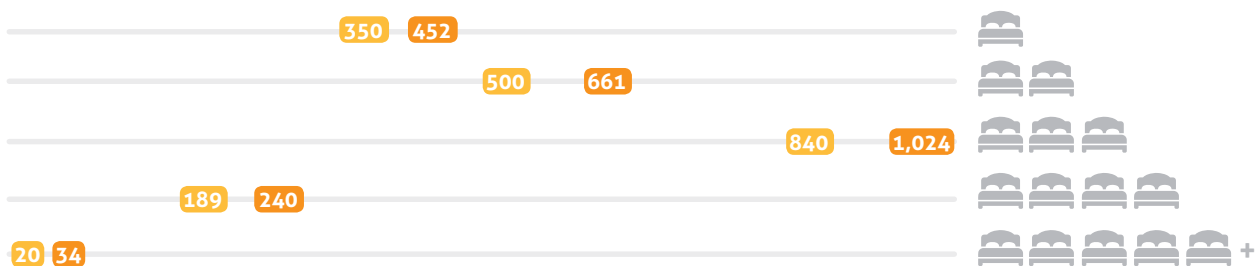
### Properties by management type

🏠 Social 💰 Affordable



### Property type by bedrooms

■ 2013–14 ■ 2017–18



## Spotlight: Aboriginal clients

- 10% (476) of our tenants are from an Aboriginal or Torres Strait Islander (ATSI) background.
- 58% are female / 42% are male.
- The majority of our Aboriginal tenants are aged between either 0–17 years (39%) or 26–54 years of age (25%).
- Our Aboriginal tenants live in 181 of our properties located primarily in the Hawkesbury (38%), Blue Mountains (25%) and Penrith (24%). Almost all these properties are social housing (94%), with 38% being 3-bedroom dwellings.
- Our specialist homelessness services supported 123 people from Aboriginal and Torres Strait Islander backgrounds. This was 8% of the total number of people we supported through these services.

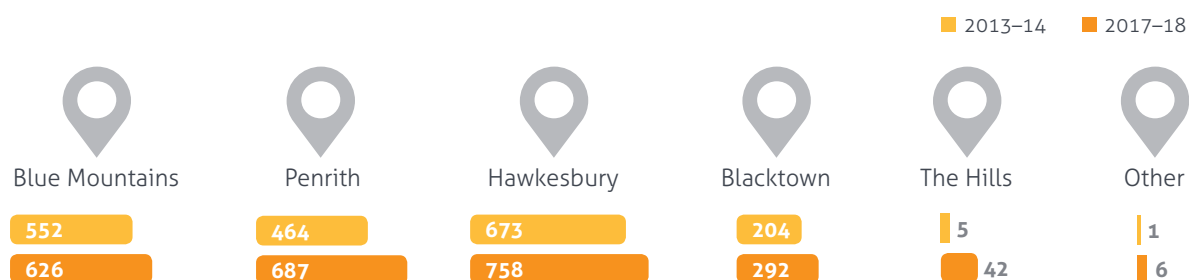
\* This includes 135 properties that were transferred to Wentworth through the Department of Family and Community Services Social Housing Management Transfer Program in July 2017

\*\* On 1 July 2018, 114 properties owned by BlueCHP and managed by Wentworth were transferred to another community housing provider to manage.



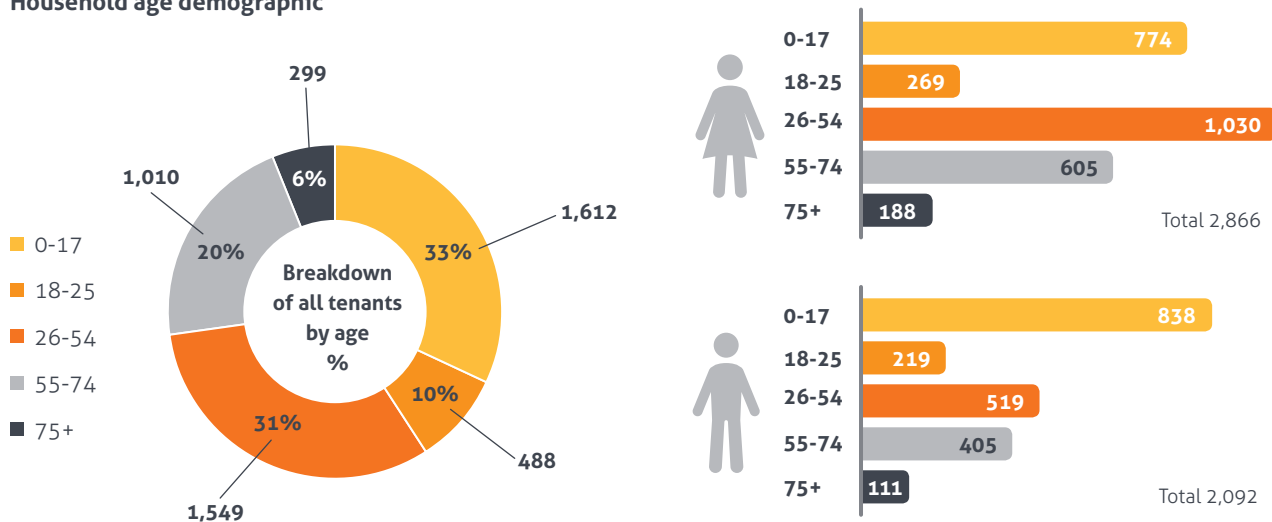
## OUR REACH

### Geographic spread of properties

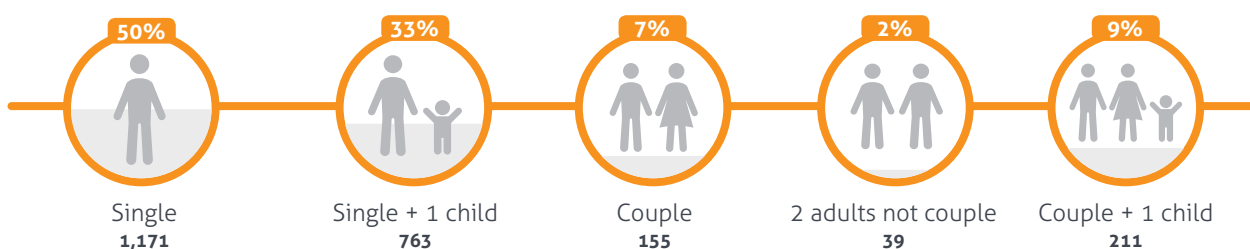


## OUR TENANTS

### Household age demographic



### Household family breakdown



## OUR HOMELESSNESS SERVICES

### Adult Homelessness and Housing Support Service



### Tenancy Support Program



### Nurreen Program



2015-16 2016-17 2017-18

# Our year in highlights



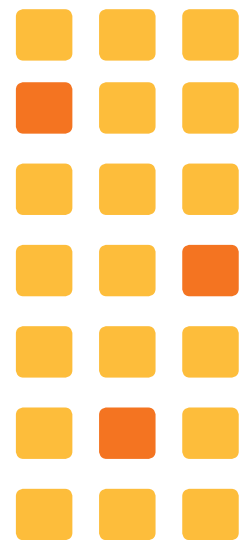
## Heading Home – Ending Homelessness Here

moved to stage 2, exploring housing solutions

Increased  
**Facebook**  
likes and follows



Tenant communications  
**survey conducted**



## New 49-unit

apartment block  
in St Marys  
completed and  
made available



## New Katoomba Office

opened to better serve our clients



Launched our

## integrated Contact Centre

to take all tenancy and maintenance calls

New

## Sustainable Communities strategy

introduced to enhance tenant engagement



## First forum



for real estate agents and property managers, with 60 attendees

Operating revenue of

**\$34 million**

an increase of 7.1% from 2016–17

## Tenants Advisory Group

revitalised and tenant training developed and delivered for the first time



# Our performance

Wentworth's 10-year strategic directions framework, developed in 2016, sets out our strategic intent and provides guidance for what we will do and why we will do it. Our three-year Strategic Plan 2016–19 establishes 12 objectives each with supporting priority actions that will ensure we achieve this intent.

The table below summarises our progress throughout the second year of the Strategic Plan.

Key: ● Completed ● Underway ● Not commenced

Objective	Status	Highlights in 2017–18	Focus for 2018–19
<b>Objective 1:</b> Provide the services that our clients require to access housing, support our tenants to sustain their housing and improve the customer experience			
1.1 Improve the integration of our services to create a more seamless customer experience.	●	The existing maintenance call centre was expanded to manage all inbound client calls. The integrated Contact Centre was launched in November 2017, and has achieved high levels of client satisfaction.	The Contact Centre will focus on continuous improvements to efficiency and client satisfaction, including an evaluation of outbound calls.
1.2 Strengthen our customer focus through enhanced communication products, processes and practice.	●	A tenant communication survey was conducted, which highlighted the need for more effective use of digital mediums. We then provided an online option for our annual tenant satisfaction survey.	We will complete and launch our refreshed Client Service Charter.  A second tenant communication survey will be conducted.
1.3 Implement staff development and other initiatives to enhance customer service.	●	Staff attended training in working with clients with mental health and trauma experience. We developed and implemented a 'Working in the Field' policy and procedure.	We will provide staff training to support the implementation of the new housing management system and field access capability.
<b>Objective 2:</b> Increase tenant access to education, training and employment			
2.1 Develop a training and employment strategy and related programs.	●	Two new employment initiatives were developed: the Women in Social Housing program; and a social enterprise youth initiative using \$100,000 funding through the NSW Department of Industry.	Both employment initiatives are planned to progress to implementation during F17–18.
2.2 Establish formal partnerships with employment and training providers.	●	We have been building networks with Job Service Network providers, social enterprises and local employers such as councils and businesses.	We will continue to grow our network of local employers and employment training providers. We will also scope and pilot digital literacy and financial literacy training projects.

Objective	Status	Highlights in 2017–18	Focus for 2018–19
<b>Objective 3:</b> 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.	●	We revitalised Wentworth's Tenant Advisory Group (TAG). With Community Housing Institute Australia (CHIA) NSW we developed and delivered tenant advocacy training to 15 tenants.	Our art project Journey will pair up older tenants with prominent artists to explore personal journeys. It will include an exhibition of art works.
3.2 Develop and implement community building plans for priority locations.	●	The 'Our Space, Our Gathering Place' park in Cranebrook opened in September 2017. The project was funded under the NSW Government's Social Housing Community Improvement Fund program.	No projects proposed in FY18–19.
<b>Objective 4:</b> Increase the supply of social and affordable housing			
4.1 Strengthen our internal commercial development capacity and capability.	●	In 2017 we employed a Senior Development Manager to strengthen our team. We have also invested in upskilling staff on contemporary small format housing solutions.	We will continue to invest in professional development of the team, including visits to other providers across Australia to share and exchange insights.
4.2 Identify funding and partnership opportunities to increase the number of social and affordable housing properties owned by Wentworth.	●	A number of funding and partnership opportunities are under investigation, including discussions with both developers and financiers. If successful this will assist in growing Wentworth's property portfolio.	Continue targeted discussions and negotiations to create partnership opportunities for the ownership or management of more properties.
4.3 Initiate and develop a pipeline of property development projects.	●	We continued to work on a number of initiatives to build our pipeline of development projects. In June 2017 we secured \$3 million from the NSW Department of Family and Community Services (FACS) as a contribution to a micro-units project in St Marys.	Construction of the St Marys micro-units project is expected to commence in early 2019. Several other development opportunities will also be pursued.



Objective	Status	Highlights in 2017–18	Focus for 2018–19
<b>Objective 5:</b> Broaden the range of housing models and products we use			
5.1		Planning and consultation continued with Foyer partner, Platform Youth Services, with the focus on securing a suitable site and attracting government funding.	We will continue to explore options for land and funding.
5.2		A forum with real estate agents held in May 2018 has deepened our engagement with the private housing sector.	A Garden Flats Expo is planned for November 2018 to encourage homeowners to invest in small, affordable secondary dwellings
5.3		<p>The pursuit of land for a tiny homes project has continued, with meetings held with various organisations.</p> <p>The potential for the disability housing market to respond to the availability of Specialist Disability Accommodation (SDA) is currently constrained by National Disability Insurance Agency processes.</p>	<p>We will continue to seek land for a tiny homes project.</p> <p>We will strengthen relationships with disability support providers and progress planning for small developments with a disability housing component.</p>
<b>Objective 6:</b> Expand the portfolio of properties we manage			
6.1		Completed. The management transfer for 135 properties via the Social Housing Management Transfer Tranche 1 program in mid 2017 was used to formulate a model which will be applied to future property transfer opportunities.	Not applicable
6.2		Wentworth decided not to tender for large scale property transfers in the 2016–17 financial year as the locations were not aligned with our strategy.	Not applicable. We will be encouraging the NSW Government to conduct further property transfer programs.
6.3		We are currently working on a number of opportunities for management of affordable housing assets. We have also been continuing Fee for Service work with FACS with an additional \$400,000 for upgrades in FY17–18.	We will continue to explore suitable opportunities.

Objective	Status	Highlights in 2017–18	Focus for 2018–19
<b>Objective 7:</b> Manage and maintain properties at appropriate standards			
7.1	●	The project timeline has been aligned with implementation of the new housing system. An independent project manager has been appointed to support the procurement process.	The Expression of Interest (EOI) and Request for Quotation process is expected to be completed by the end of 2018.
7.2	●	Asset policies and procedures have been updated. A new software solution has been implemented that will greatly enhance management of housing assets.	We will undertake detailed inspections at component level for over 1,000 properties as part of our new asset management system.
<b>Objective 8:</b> Assist people at risk and in crisis to access immediate accommodation and link people to long term housing solutions			
8.1	●	Partnerships with service providers to access Temporary Accommodation continue. We have expressed an interest through a FACS EOI to provide Temporary Accommodation to meet immediate housing needs.	Awaiting the outcome of the EOI process.
8.2	●	The requirement to meet the National Specialist Homelessness Services (SHS) Standards was met to the stage of Self Assessment. FACS then withdrew support for the SHS Standards and is moving to the Australian Service Excellence Standards (ASES) in the next few years.	We have expressed an interest in participating in a FACS pilot for the ASES.
8.3	●	Completed. VI-SPDAT was trialled during Registry Week in November 2016 and found to be effective as a triage tool for prioritising service delivery.	Not applicable.
8.4	●	All our Community Services staff and 80% of Housing and Assets Services staff have completed the training.	The remainder of staff will be trained in FY18–19 along with new employees.

Objective	Status	Highlights in 2017–18	Focus for 2018–19
<b>Objective 9:</b> 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.	●	The Heading Home project continues to actively engage community leaders in generating housing solutions for extremely low income earners.	An independent evaluation of Heading Home will be launched.  An Expo is planned for November 2018 to encourage the development of garden studios (see item 5.2).
9.2 Review and strengthen our engagement with real estate agents and other agencies in the delivery of prevention and rapid rehousing services.	●	An independent evaluation of the Tenancy Support Service was released in December 2017. A real estate agents forum Tenancies Plus: saving time, saving money saving tenancies was held in May 2018.	Continue implementation of recommendations from the Tenancy Support Service evaluation.
<b>Objective 10:</b> 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.	●	Our second year of this three-year strategy had a focus on building our social media, launching a corporate newsletter and conducting a survey with tenants to better understand their communications needs.	We will redevelop our website, conduct a social media campaign to raise our profile, and develop our branding guidelines.
10.2 Develop and implement a fundraising strategy so more people can contribute to our work.	●	A fundraising strategy is under development with an external consultancy.	The fundraising strategy is due for completion in late 2018.
<b>Objective 11:</b> Build a high performance culture, develop the capabilities of our staff and invest in technology			
11.1 Develop and implement a 3-year IT Strategy.	●	The original 3-year strategy commenced in 2016 and an updated strategy was approved by the Board in June 2018. A number of projects have been completed, with several others underway.	We will focus on technology solutions aimed at transforming the client service experience and improving client engagement and satisfaction.
11.2 Design and implement a capability framework to ensure we attract, recruit, engage, retain and develop our staff.	●	A Capability Framework has been designed. Work is now underway to implement it into our Human Resources processes.	Priorities for implementation will be in performance planning and updated position descriptions.

Objective	Status	Highlights in 2017–18	Focus for 2018–19
11.3 Strengthen and maintain a constructive culture that promotes innovation and brings integrity to our values and goals.		The Organisation Culture Inventory (OCI) and the employee Voice Survey were rolled out in FY17–18, and an integrated action plan has been developed and is being implemented.	The implementation of the plan will continue and we will roll out another Voice Survey in November 2018.
<b>Objective 12:</b> Operate in a commercially astute and financially sustainable way			
12.1 Ensure a consistent business discipline in housing operations and management.		The updating of operational processes and policies continued. Program management methodologies were adopted to sharpen the focus of the business.	Establishing a clear reporting framework and operating rhythm for performance management are currently high priorities and will continue through FY18–19.
12.2 Strengthen our financial capability to support commercially astute decisions and performance.		Reporting functionality and the internal control environment have both been enhanced. Financial models have been developed to support business cases concerning new initiatives.	Continue to upgrade our finance system to meet business needs and integrate more effectively with client systems.
12.3 Develop an Investment Strategy for Wentworth's financial assets.		The Board and management have commenced defining the requirements for an Investment Strategy.	Completion of the Investment Strategy is now scheduled for completion in FY18–19.

A black and white photograph of a woman with long hair tied back, wearing a dark short-sleeved shirt, kneeling and working on the plumbing under a white kitchen cabinet. She is holding a white PVC pipe. In the foreground, an open black toolbox contains various tools like screwdrivers and pliers. The background shows more of the kitchen cabinetry.

**We completed  
maintenance work on  
220 properties.**



# 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.

The people we support are more than just our tenants. We care about their health and wellbeing, and aim to support them to live in comfortable and safe homes, sustain their tenancies and become active participants in Western Sydney. We recognise that many of the people we assist are the most vulnerable in our community, often managing many challenges, from maintaining a tenancy and dealing with health issues to finding or keeping work.

The support we provide goes far beyond simply providing housing. For every person that comes through our doors seeking assistance, we take a holistic approach to understanding their situation and supporting them to build a positive future. For clients who live in our properties this includes ensuring their home is well maintained, supporting them to understand and maintain their tenancies and linking them to other support, such as education and employment opportunities that can help them overcome challenges and feel connected to their community. For those we have supported to overcome homelessness, or who may be at risk of losing their home, our case workers connect them with services and support to help them to be able to sustain their tenancy and achieve positive outcomes in other areas of their lives.

## New Katoomba office

In February, we relocated our Katoomba office to Level 2, 98 Bathurst Road. The new office is conveniently located in the centre of town, on the top level of the Upper Mountains Medical Centre and is easily accessible by public transport. It is a more welcoming space that we hope will enable us to provide an improved experience and a higher level of service for our clients.

We are very happy to be sharing this new office space with Flourish Australia, a renowned mental health provider.

## Contact Centre upgrade

We implemented an integrated client contact centre where all calls – including maintenance requests and tenancy enquiries – are managed by a single team. Our aim was to improve the quality and consistency of service by handling calls in a more structured and professional way. An added benefit has been to free up reception staff across all offices so they can be dedicated to serving those who visit in person.

Since the upgrade, reports have indicated that the experience of callers has improved significantly. Our team is spending, on average, 96% more time with each caller to provide more detail and offer solutions or answers to their queries. Despite this, our 'abandoned call rate' improved by 34%, going against usual trends. The 'longest wait time' callers experience also improved since the change, with an overall improvement rate of 24%.

Maintenance calls	9,646
Housing calls (from existing clients)	21,880
Intake calls (prospective clients)	2,539
<b>Total number of inbound calls received</b>	<b>31,526</b>

## Looking after properties

A key part of supporting tenants to sustain their tenancies and move towards greater independence is to ensure their homes are safe and comfortable places to live. We are committed to providing properties that are well maintained.

As part of our Planned Maintenance Program, we completed repairs, upgrades and maintenance work on 220 properties. This program has been an effective way of ensuring the condition of our housing stock is regularly assessed and necessary repairs or upgrades are completed in order to maintain an agreed standard.

Planned maintenance work is undertaken in addition to any repairs or maintenance that tenants request urgently.

To enhance our understanding of the condition of our properties, we developed and implemented a new asset management system that is designed to track and collect information on more than 80 components, such as appliances and furnishings, within properties. In the coming year, more than 1,000 of our properties will be inspected closely to collect data. The aim is to be able to analyse current and future maintenance liability, identify cost implications for the future and determine which properties are most in need of repairs.

## Supporting women who wish to return to work or study

This year saw development work begin on our Western Sydney Women in Social Housing (WISH) program. Due to roll out for the first time between July and September 2018, WISH is a tailored training, mentoring and coaching program that will assist Wentworth clients to achieve their personal goals in education and employment.

WISH is designed to support women to build their confidence, set education and employment goals, get job ready and build relationships with people who will help them stay focused. Participants in the program will spend time with mentors who will guide them on their journeys.

## Tenant satisfaction

In April and May 2018, on behalf of Wentworth, the Community Housing Industry Association (NSW) conducted an independent tenant satisfaction survey. This survey is conducted annually to track Wentworth's performance year-on-year and compare our service levels against other community housing providers and the National Regulatory System for Community Housing (NRSCH).

Tenants in all households managed by Wentworth were invited to participate. More than 900 valid responses were received, with a response rate of 39%.

This year, we scored comfortably above the NRSCH threshold for overall satisfaction and property condition. Tenant satisfaction with the handling of repairs and maintenance, however, was just below the NRSCH threshold, with more than 70% of respondents nominating repairs and maintenance in their top three most important priorities. In early 2018, our lawns and grounds contractor went into administration and feedback from tenants indicated that this impacted adversely on satisfaction levels.

Since the upgrade of the new contact centre we have also started to ask callers to rate how positive they feel towards Wentworth, based on all their experiences with us including their current call. We are using the Net Promoter Score model to evaluate responses. Six months on from the move to the new system we achieved a combined Net Promoter Score of 44.08%. Scores ranging between 0 and +50 are regarded as indicators of high levels of client satisfaction with the quality of service provided.

### Tenant satisfaction survey results

#### Overall satisfaction 79%

above NRSCH threshold of 75%

#### Property condition 81%

above NRSCH threshold of 75%

#### Repairs and maintenance 74%

below NRSCH threshold of 75%

## Connecting clients to services

We recognise that working with other organisations across Western Sydney is crucial in ensuring our clients feel supported to overcome the challenges they may face and achieve positive outcomes in their lives.

We partner with a range of organisations including real estate agents, financial advisors, youth services, mental health providers, government agencies and other community organisations to advocate on behalf of clients and connect them to appropriate support for their situation.

Our key partners in 2017–18 included:

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

## In the year ahead

Our focus in the coming year is to continue to improve the way we engage with clients so that they not only have a positive housing experience with us but also feel supported in their homes and communities. This involves working with clients at all stages through their tenancy and also when they need support in other aspects of their lives, such as when seeking education and training, escaping domestic violence, facing homelessness or looking for stable employment.

Our partnerships with other organisations and service providers in Western Sydney will continue to be crucial in our work with clients that goes beyond providing a roof over their heads.

We are working carefully to improve the way our clients can have a say about the Wentworth policies and procedures which affect them.

We are updating our communications material for clients so they are more informed about their tenancy, how we can support them and, in particular, how to request repairs and maintenance on their property. This activity will be guided by an upcoming refresh of our Client Service Charter.

To improve our ability to manage tenancies and support tenants, we are moving towards a new tenancy management system which will enable us to collect and analyse information about our clients more efficiently and effectively.

Upkeep of our properties will remain a priority. To further enhance the repairs and maintenance service we provide, we will explore partnering with new suppliers. We are aiming to be more client-centred, with strong quality assurance measures that will ensure all our properties meet and maintain an agreed condition standard.

# Providing a place to feel safe

## Jack\* – Wentworth tenant

For Jack, finding a home where he could relax and feel safe was the first step to rebuilding his confidence and self esteem.

Twenty-four-year-old Jack has cognitive disability, vision impairment and memory issues caused by a lack of oxygen to his brain when he was born. He struggles to make friends, keep a job and look after a property. Securing a home with Wentworth, and receiving support to connect with other community services, is turning his life around.

"I used to come home from medical appointments and be shattered for days. Having somewhere I can lock the doors and hunker down for a day or so to do what I need to do to recuperate is what I needed. That's what Wentworth has provided – this sanctuary for me to come back to when I've had enough," Jack explains.

Jack first connected with Wentworth three years ago, living in supported housing. In April 2017, he moved into a Wentworth property where he is supported to learn independent living skills and connect with his community.

"Maintaining a property is a big challenge for me. I have a support worker who comes on Fridays to help with the cleaning. This allows me to have a sense of pride and contribute to keeping my place clean without taking away my independence."

Jack's mum Sally\* says that Jack previously suffered depression and was unable to leave the house. Having a home he is comfortable and relaxed in is crucial for his wellbeing.

"Jack's accommodation is not just a home. It's a base for therapeutic services. He can now access his outreach services in his home. He's gone from being highly anxious and not able to function to functioning at an increased level. Wentworth has underpinned that," Sally says.

Jack says he's thankful for the support he receives from Wentworth, from responsive maintenance help around his home to providing him with opportunities to gain new skills.

"Wentworth sees me as a person, not just a disability. They treat me like a human and they go the extra distance to help me."

\*names have been changed



**"Wentworth sees me  
as a person, not just  
a disability."**

Jack enjoys the many benefits of living  
independently in Wentworth housing.



# We build communities

Building resilient communities which enable local leadership and participation.

We have been supporting communities in Western Sydney for more than 20 years. We want the people we support to live in strong, safe communities where they can thrive as active participants in society.

Many of our clients are overcoming significant challenges and disadvantage when they connect with us to find a home or seek assistance with keeping a home. Once they are housed, we help them connect with their wider community, access relevant services and build their employability. This is vital for enhancing each individual's life and building productive and sustainable communities.

Within our complexes, we create opportunities for residents to meet each other and share experiences. In the neighbourhoods where we work, we connect our clients to services and opportunities that can enrich their lives and help them to feel they belong in their community.

In line with our commitment to build more resilient communities, last year we created a Sustainable Communities team to work with clients, communities and other service providers. This year the team has been focused on developing a framework of practice built on three pillars: social and cultural wellbeing, financial wellbeing and environmental wellbeing. All activities of the Sustainable Communities Team will be underpinned by social impact measurement.

## Tenant Advocacy

Membership of our Tenant Advisory Group (TAG) continued to grow strongly in 2017–18, and has trebled in recent months. Our goal is to develop a TAG for each of the Local Government Areas we work in, and for these groups to function across a range of face-to-face and online platforms.

As part of our efforts to empower tenants with decision-making and other skills related to sustaining their tenancy, we offered specialist tenant advocacy training to all tenants. This was delivered in partnership with the Community Housing Industry

Association (NSW) and covered topics such as tenants' rights and how the tenancy system works.

Workshops were held in Penrith throughout May and June with 15 tenants attending. They were very well received and have led to our tenants taking part in the review of our customer charter. Future workshops involving guest presenters from the Tenants Union NSW and the Tenant Network are planned for late 2018.

## Neighbourhood Jobs

We commenced work on the development of Neighbourhood Jobs, a specialised training and employment program for young people who have complex barriers to employment and who have experienced homelessness or live in social housing. Our goal with the program is to break the intergenerational cycle of dependence on social housing and welfare, and to help disadvantaged young people build their resilience for independent and stable futures.

Neighbourhood Jobs addresses both a client need (property services) and a local community need (youth unemployment) by providing young people with the skills they need to provide maintenance services to older tenants.

As the young person's first employer, Wentworth will use a trauma informed approach, acknowledging and responding to the impact of trauma to provide life skills development and occupational skills development to prepare and link young people to their second employer. We will then provide coaching to support the young person's transition into that second job.

An added bonus of our program is that Neighbourhood Jobs maintenance services will provide a much-needed discounted property service to our social housing tenants who struggle to maintain their yards.



The development of the business case for this program is funded by the Department of Industry, which provided \$100,000 to fund an intensive 12-week incubation period from May – August 2018. The project is part of the Youth Employment Innovation Challenge.

Pending further funding and investment the program will launch in late 2018.

## Our Place, Our Gathering Space

Our new gathering space for local residents living near Beacroft Place, Cranebrook was completed and available for use in September 2017. Over several months, we worked with clients to design the outdoor space on vacant land surrounding Wentworth social housing properties. The aim was 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.

We celebrated the opening of the space with an event for clients, attended by Stuart Ayres, Member for Penrith and local media outlets.

This project was made possible through a \$50,000 grant from the NSW Government's Social Housing Community Improvement Fund (SHCIF).

## Western Sydney Community Forum

Strong community connections and effective partnerships are extremely important to Wentworth, as are opportunities to support and encourage other organisations doing great work across Western Sydney.

We are delighted to be a major supporter of Western Sydney Community Forum. Through this initiative, we were a sponsor of the Zest Awards – Western Sydney's premier awards for the community sector, held in February 2018.

Through our partnership with Western Sydney Community Forum, we are also developing a Western Sydney affordable housing thought leadership event, to be delivered in early 2019.

## Working with Aboriginal communities

Ten percent of Wentworth's clients identify as Aboriginal or Torres Strait Islander. We recognise that this cohort of clients have unique support needs. We employ an Aboriginal Coordinator to work closely with these clients in our communities. We also aim to build positive relationships with Elders and community members to ensure our Aboriginal and Torres Strait Islander tenants can sustain their tenancies and connect with the right support and services.

In September 2017, our Board and Senior Leadership Team attended a strategic off-site session involving Aboriginal cultural awareness training and initial planning to underpin development of an Aboriginal Housing Strategy. The session was led by an external consultant and explored ways in which Wentworth can improve inclusion and awareness of Aboriginal culture in the workplace and amongst clients.

We were also a sponsor in the 2017 Koori Knockout Rugby League competition and participated in NAIDOC Week celebrations and events with clients in July.

## In the year ahead

Our Sustainable Communities Team will play a key role in driving our activities in this area. We will continue to look at opportunities for clients that will enhance their social and cultural wellbeing, financial capacity and environmental wellbeing. This could be skills building programs, social activities or employment assistance.

One example is the art project, *Journey*, which will pair up some of our older tenants with prominent artists who will help them tell their incredible stories through art. The project aims to give our tenants the chance to explore their personal journeys in an empowering and creative way while also raising community awareness around issues related to social housing and homelessness. It will include a residency for the artists and a public exhibition.

We will also continue to work with service providers and other community organisations to ensure our clients have access to the support they need to overcome personal challenges and rebuild their lives as active community participants.

# Empowering tenants to shape their futures

## Sally-Ann – Wentworth tenant

Becoming a member of Wentworth's Tenant Advisory Group (TAG) and completing tenant advocacy training has given Sally-Ann a new sense of purpose and belonging.

Sally-Ann first reached out to Wentworth when she moved to the Blue Mountains. She couldn't work due to a debilitating spinal condition, and was living in a very run-down granny flat – the only place she could afford on her disability pension. Wentworth was able to house Sally-Ann in an accessible, ground floor apartment in an over 50 singles complex in Leura.

Once she had settled into her new home, Sally-Ann, a qualified childcare assistant, wanted to find a way to put her skills to use. She decided to join Wentworth's Tenant Advisory Group (TAG).

"I wanted something where I felt valued because I sometimes feel as though I'm not good for much these days. I soon found the skills I had as a childcare worker were transferable."

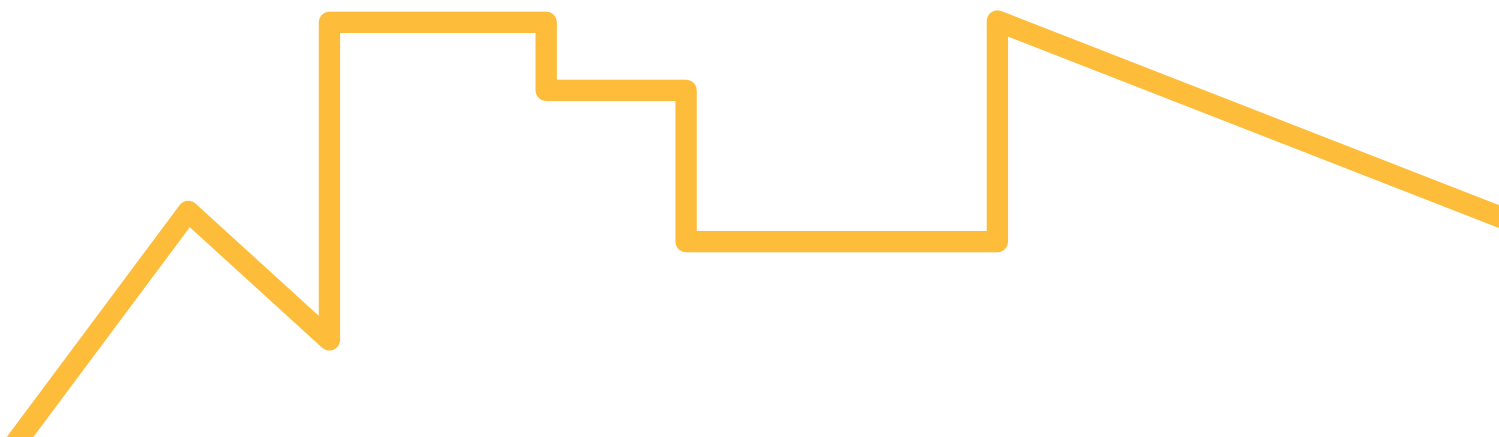
Through her involvement in the TAG, Sally-Ann recently completed tenant advocacy training offered by Wentworth in partnership with the Community Housing Industry Association (NSW). Held over several weeks in June 2018, Sally-Ann and 14 other Wentworth tenants attended workshops to gain skills to be able to represent and advocate for Wentworth's tenant community.

"The training was really helpful and informative. It covered just about everything from what the TAG is, the Wentworth code of conduct, ethics, what it means to be a volunteer, and how to learn to be an advocate. We also learnt how to deal with different tenants, the vast range of issues that they have, and the difference between sympathy and empathy."

Sally-Ann says the training came at the perfect time for her.

"I'm currently advocating for a tenant who had an issue where I live. This training really helped me know how to deal with the situation in a more constructive way. I've learnt to be the link between Wentworth staff and tenants and what to do in order to diffuse a situation which may escalate."

"It's great to know that I actually am of benefit to my little community to try and help them feel like they have a voice. Tenants need to be reassured that Wentworth values their feedback and they do want to incorporate more tenant experiences in what they do."



**"I wanted something  
where I felt valued."**

Sally-Ann completed tenant advocacy training to be able to support her fellow tenants.



# We create housing solutions

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

The growing communities of Western Sydney have continued to be hit by unaffordable levels of rent and house prices. We recognise that, as a leading Community Housing Provider in this region, we must continue to grow our supply of appropriate and affordable housing options, while also looking for and contributing to innovative solutions to address future housing needs.

This year, our housing portfolio grew from 2,200 to 2,411, with housing provided in Penrith, Hawkesbury, Blue Mountains, Blacktown and The Hills Shire Local Government Areas to 4,958 children and adults.

## Strengthening our property development capacity

We employed a Senior Development Manager in October 2017 to focus on expanding our scope of work with government and private developers. Part of this role has been to build partnerships within the private sector and with private developers that will assist Wentworth in tendering for future major redevelopment projects where community housing providers are required to manage mandatory affordable housing components.

## Completed construction projects

### Phillip Street, St Marys

Completed in December last year, our new 49-unit social and affordable housing complex at 11 Phillip Street, St Marys was officially opened on 4 April 2018. Joining us for the occasion were Senator for Western Sydney and Federal Minister for Defence, The Hon. Marise Payne, NSW Minister for Social Housing, The Hon. Pru Goward, and Penrith Mayor and Councillor, John Thain.

Located just a short walk from St Marys shops and with great transport access, 11 Phillip St provides a mix of one bedroom and two bedroom units at subsidised rent for people on very low to moderate incomes. The property also contains four units that have been specifically designed for clients who are living with a disability and receive funding for specialist disability accommodation (SDA) through the National Disability Insurance Scheme (NDIS). The complex meets the Silver level of the Livable Housing Guidelines.

At the time of writing, all general units in the Phillip Street property are occupied and we are working with partner organisations in the area to find suitable tenants for our SDA-compliant units.

To read more about how a group of six elderly tenants at risk of becoming homeless were successfully rehoused at 11 Phillip Street, please see page 6.

The St Marys project was financially made possible thanks to the partnership between Wentworth Community Housing, the NSW Department of Family and Community Services (FACS), Penrith City Council and the Commonwealth Government.

## Out-of-home accommodation for young people

Commencing in June 2018, Wentworth launched a new project to house young people in out-of-home care. It is part of our effort to tackle youth homelessness in Western Sydney. As part of the *Premier's Youth Initiative*, Wentworth will lease 35 properties on the private market to provide accommodation and care for young people who are making the difficult transition to independent living. Delivered in partnership with Platform Youth Services, the initiative will also offer support with education and employment.

This project is funded for three years until June 2020, and will be rolled out on a needs basis as clients are identified by Platform. Young people will be able to choose the location of their accommodation, which could be anywhere in the Nepean or Blue Mountains area as far as Lithgow.

## Accommodation for people with disabilities

Wentworth is now a registered SDA provider with the National Disability Insurance Agency.

We currently manage five properties purpose-built for people with disabilities. Our five-bedroom group home in Springwood is fully tenanted and we are looking for tenants to fill the four SDA-approved units built as part of our new St Marys complex (see left).

To assist in better managing these properties and link with NDIS participants, we have been exploring partnerships with Supported Independent Living (SIL) providers and support coordinators.

We have also joined innovative online disability housing platforms, Nest ([gonest.com.au](http://gonest.com.au)) and The Housing Hub to list our disability housing and connect with eligible tenants with SDA funding.

We have been exploring ways Wentworth can increase its SDA stock through innovative funding models that could lead to the development of more suitable and affordable housing for people with disabilities.

## Affordable Housing Providers Prequalification Scheme

Wentworth successfully attained prequalification into the new Affordable Housing Providers Prequalification Scheme, a new online tool developed by Landcom, in response to the growing need for affordable rental housing in NSW.

The scheme gathers information about registered Community Housing Providers so that any private or government organisation wanting to procure affordable housing development and/or management services can easily locate suitable Community Housing Providers with which to partner. The aim is

to streamline the procurement process to make it easier for developers and governments to complete affordable housing projects to ease housing stress for people on very low, low and moderate incomes.

## St Marys Micro-Unit Project

In June 2018, we received \$3 million in funding from the Department of Family and Community Services – Community Housing Innovation and Leverage Capital Funding program. This funding, in conjunction with Wentworth's own equity, will go towards the construction of a Micro-Unit project (or New Generation Boarding House) in St Marys to house single women over the age of 45 and on very low to low incomes. The complex will be a two-storey building with approximately 16 self-contained micro units, and a common living space.

## In the year ahead

Exploring funding models, emerging construction methods, and ways to build low-cost housing to meet the high demand for affordable housing options across Western Sydney will continue to be a priority.

We will move to the next development stage of our St Marys Micro-Unit project and anticipate construction to begin in early 2019, with a completion date in the first half 2020.

Our tiny homes pilot project and garden flats expo (see page 42-43) are two initiatives we hope to evolve further in the coming year, working closely with the Heading Home project group.

Further research and studies into the demographics of people living in the communities we serve and their housing needs will highlight priority areas and inform our work. We also hope to work closely with Hawkesbury and Liverpool Councils on proposals that would see unused or under-utilised council land made available for affordable housing projects.

# Creating safe and comfortable homes

## Carlos – Wentworth tenant

When his marriage broke down, Carlos was facing both homelessness and serious health problems.

More than most, Carlos understands how quickly a change in circumstances can leave someone struggling to put a roof over their head. One day he was the owner of two successful companies and a seven-bedroom home. A few weeks later he was facing life on the streets.

"When you fall down it happens very fast," he says. "I had one month to get out of my house. Without Wentworth, I would probably be sleeping under a bridge."

Wentworth was able to house Carlos immediately in an apartment in our Derby Street complex.

Carlos was dealing with health issues that stemmed from his time in the Portuguese and Australian armies. He took daily medication for stress and anxiety, and was suffering chronic pain after being shot in both legs while on duty. And while living at Derby Street he had a life-threatening heart attack.

During his long recovery after the heart attack, Carlos's doctor told him, "If you have another heart attack, it's going to be hard for you to survive. You have to be able to relax and not push yourself too hard."

Carlos needed a quiet place to live, where he wouldn't have to strain his heart and legs. Thankfully, Wentworth was able to move Carlos to a street level unit in a peaceful neighbourhood in Kingswood. Carlos says he couldn't be happier in his new home.

"I love it here because it's nice and quiet. It feels like a house with a garden at the front and back. I'm looking forward to planting some roses."



**"I couldn't be happier  
in my new home."**

Carlos is enjoying living in his peaceful  
Derby Street home in Kingswood.





**We deliver support services  
to assist people to access  
immediate accommodation.**



# We reduce homelessness

Delivering innovative and sustainable solutions for resolving and preventing homelessness.

This is our fourth year of working with people who are homeless and at risk of homelessness in the Nepean Blue Mountains area. With the aim to support people to find permanent homes and rebuild their lives, our key objectives are to assist people to access immediate accommodation, link them to long term housing solutions and then connect them with services and support that increase their independence and help them sustain their tenancies.

As a lead homelessness agency in the Penrith, Blue Mountains and Hawkesbury Local Government Areas, we directly deliver support services to assist people to access housing and secure long-term stable accommodation in both social and private rental properties. We also provide 14 transitional houses where people can live for up to 12 months, and lead high impact, whole-of-community projects aimed at moving our local communities closer to zero homelessness.

Through our work on the ground, we have seen a distinct increase in the number of people sleeping rough, particularly in the Hawkesbury and Penrith areas. While we are able to connect with these people informally, a certain level of engagement is required before they are formally recognised as receiving support from one of the homelessness services with which we are involved.

## Homelessness services and support

Wentworth is a lead agency in two Specialist Homelessness Services and a partner in a third. Funding for these services was renewed in July 2017 for a further three years to June 2020.

In 2017–18, across the three Specialist Homelessness Services, more than 1,300 people received assistance – well above the funded number.

## Adult Homelessness and Housing Support Service

**702 people supported by Wentworth and 217 by our partners.**

We provide this service in partnership with West Connect Domestic Violence Service and The Community Restorative Centre. 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 back on their feet. Services include early intervention and prevention, rapid rehousing, intensive support, assertive outreach and transitional housing.

## Tenancy Support Service

**220 people supported by Wentworth and 58 by our partners.**

This service supports people in private rentals who are at risk of eviction. We work in partnership with Lithgow Community Projects, The Gender Centre and Platform Youth Services to provide early intervention to help people stabilise and sustain their tenancy. We also support people who have recently become homeless to re-enter the private rental market as quickly as possible. Our work includes supporting real estate agents to link with clients and building the capacity of other services across the district to support private rental clients and engage with real estate agents.

An evaluation of this service was conducted by an external consultant and released in December 2017. The evaluation was overwhelmingly positive and provided 13 recommendations to ensure the service continues as an integral component of the Nepean Blue Mountains District homelessness service system. We have already implemented a number of recommendations including establishing three Local Government Area based capacity building meetings (as opposed to one district-wide meeting) to ensure a

focus on local issues and trends; developing stronger relationships with migrant services; and beginning development of a practical manual for the service.

Following a recommendation from the evaluation, we also hosted our first real estate forum, *Tenancies Plus: save time, save tenancies, save money*. This was targeted at private rental property agents and was focused on Trauma Informed Tenancy Management and helping agents to understand their tenants better and provide appropriate support. Sixty attendees, including 30 real estate agents from across the four Local Government Areas in the district attended the training session. In addition to learning about impacts of trauma and how different styles of communication can support successful tenancies, participants watched video stories from clients and were informed about the support available to their tenants from Department of Family and Community Services (FACS) housing and homelessness, domestic and family violence and migrant services in the area.

## Nurreen

### **146 women and children supported.**

We partner with West Connect Domestic Violence Services to deliver this transitional housing and support service for women and children in the Hawkesbury who are escaping or experience domestic or family violence. One transition house is available for women and children who are securing long-term housing. Women and children may stay at the house for a period of up to 12 months to assist them in stabilise their situation. We also offer domestic and family violence support to women who are able to remain in their home.

## Other support

At Homelessness Hubs in Penrith and the Hawkesbury, our staff 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.

We continued to support the Baptist Church of South Windsor to provide their Baptist Emergency Accommodation Ministry (BEAM), which offers short-term accommodation to people in crisis situations within the Hawkesbury district. Our support includes making and assessing referrals and providing case management support to people who are accepted in to the accommodation service.

## Heading Home – Ending Homelessness Here

The Heading Home project has continued to attract attention and interest from the broader housing and homelessness sectors. Presentations were made at the Australian Housing and Urban Research Institute (AHURI) National Housing Conference in late 2017 and at the Homelessness NSW Conference 2018 – Housing Ends Homelessness.

In March 2018, we released a report documenting the first stage of this ground-breaking project. The report included a profile of homelessness in the Local Government Areas of Penrith, the Hawkesbury and Blue Mountains, and how the Heading Home project and partnerships have made a difference to people in these areas facing homelessness.

An evaluation of the project, including a wellbeing study of the people that we have housed from Registry Week, was released during Homelessness Week in August 2018.

With Stage 1 wrapped up, work has now shifted to working with real estate agents, homelessness services and local government to develop innovative local housing solutions in two priority areas.

### **Tiny homes pilot village**

During the community briefings after Registry Week, more than 80 people voted to pursue the concept of a tiny homes pilot project. There has also been great community support following media reports on the proposal and interest from local councils.

The pilot will be a mixed 'mini-village' with one or two homes available for emergency use and the remainder for longer term leases. It will include between four and 10 tiny homes, of approximately 20–30 m<sup>2</sup> each, on a residential block.

We are currently looking for land on which to build the village and plan to trial the model for three to five years.

## About Heading Home – Ending Homelessness Here

Heading Home – Ending Homelessness Here is a community-wide project to end homelessness in Penrith, the Blue Mountains and the Hawkesbury. Led by Wentworth, the project involves community organisations, local business, real estate agents, volunteer groups and local government working together to identify and develop solutions to homelessness.

Stage 1, which included a Registry Week to find, identify and interview homeless people in the target areas, was completed in July 2017. As part of Registry Week, 91 people, including 12 families, were interviewed, and a further 44 people were identified as experiencing homelessness. Since July 2017, Wentworth and partners have permanently housed nearly 50% of people identified during Registry Week.

Heading Home was made possible due to our strong partnerships with:

- Mission Australia
- Platform Youth Services
- Penrith City Council
- Hawkesbury City Council
- Blue Mountains City Council
- Mountains Community Resource Network
- Stanton and Taylor Real Estate
- Donley Real Estate
- Theo Poulos Real Estate
- Mortgage Choice Blaxland

### Garden Flats Expo

Leasing garden flats to people exiting homelessness was also identified as a possible solution to the limited supply of housing options. To support this priority, we have been planning an expo to encourage homeowners to build low cost garden flats to rent to single people exiting homelessness.

Scheduled for November 2018, the expo will be a one-stop shop for interested homeowners. Information on topics including zoning requirements, fire regulations, finance options and a range of suitable products will be available. The expo will also provide the opportunity to explore ways to incentivise packages so landlords and homeowners are motivated to rent their backyard units to those exiting homelessness.

### In the year ahead

The demand for our services is expected to increase as homelessness continues to rise in NSW. The Census data revealed an increase of 37% in homelessness in NSW between 2011 and 2016, the worst result of any State or Territory. Across Australia the increase in homelessness was 14%.

Improving and evolving our services to achieve better outcomes for the families and individuals who seek our help will be a continuing priority.

For the Heading Home project, the Garden Flats Expo will take place in November. While being an important information resource for homeowners, we hope to also learn a lot about the ways in which we can promote these low cost accommodation options as a viable solution to homelessness.

Once we have secured suitable land to build the tiny homes pilot village, the project will move to product design, service models and funding.

# Providing housing and support for women in need

## Lisa – Wentworth client

When Lisa's family unit broke down, she needed somewhere safe to take her children. A connection to Wentworth led her to the Tenancy Support Service which provided housing and practical help to get her back on her feet.

"It is actually hard to remember how low I felt back then compared to now, because life has changed," Lisa says.

Despite appearances of a loving, happy family, Lisa's marriage wasn't everything it appeared to be. Slowly over the years, domestic violence started taking over her relationship, placing Lisa and her children in danger.

"I had two children. We had a lovely home. We looked like a beautiful family . . . then it started getting a bit dangerous and it was time to go."

Lisa explains her husband took her children away from her and the Family Court wasn't helping her gain custody or access.

"I begged for [my husband] to take me back because I just wanted to be the one tucking my kids in. I wanted to know where they were."

Lisa's mum pushed her towards the Women's Cottage, a community-based support and resource centre, run by women, for women and their children in the Hawkesbury Local Government Area. Through the Women's Cottage, Lisa was connected to Wentworth

and linked with a case worker, also called Lisa. It was just the support she needed when the time came to leave her family home.

"I was having a hard time affording housing because I had court fees and solicitor's fees. Lisa really helped me with everything. She came to court with me. She helped me write letters when I was just too depressed to put words on paper myself. She helped with transitional housing that was cheaper and affordable for me. This helped me not live with parents any longer and have a home for me and my children."

Thanks to Wentworth, Lisa now has a safe place for her two children and life is looking brighter.

"Having your own car, your own home, your own rules – it's beautiful, lovely and it's peaceful. It's something I won't take for granted."



**“Having your own home,  
it’s beautiful.”**

Lisa loves having a safe place for  
herself and her children.



# 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.

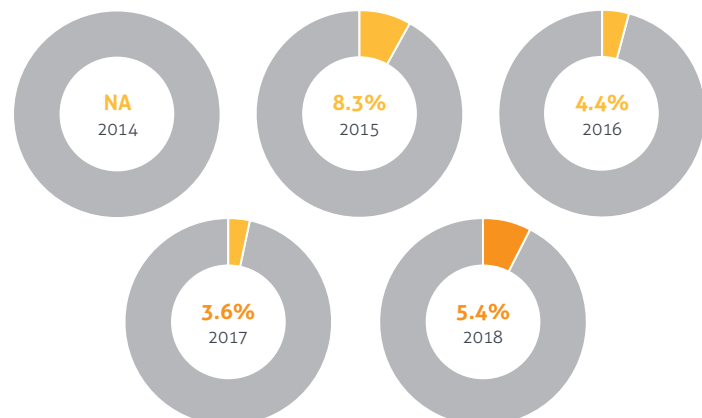
Every staff member at Wentworth is valued for their dedication and passion to our work. We aim to support our workforce to have the skills, knowledge and capability to be effective and feel fulfilled in their jobs.

In the past year, we have focused our People and Culture activities on reshaping the organisational culture at Wentworth towards one in which our staff share values, behaviours and attitudes and are all working towards creating a positive, high performing workplace. Part of this has been reflected in our enhanced Onboarding program, which we are continuing to improve, and which aims to support new employees to learn about the different parts of our organisation, and feel welcomed to our team.

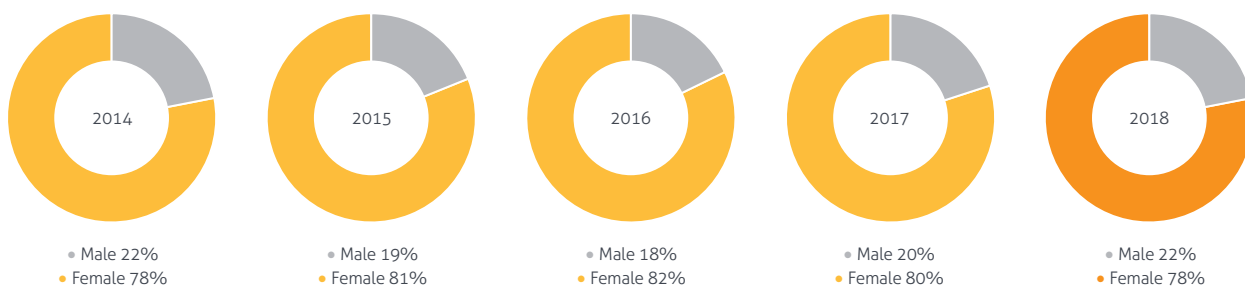
## Our people



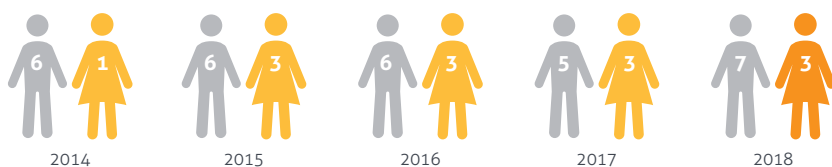
**Staff identifying as Aboriginal or Torres Strait Islander (%)**



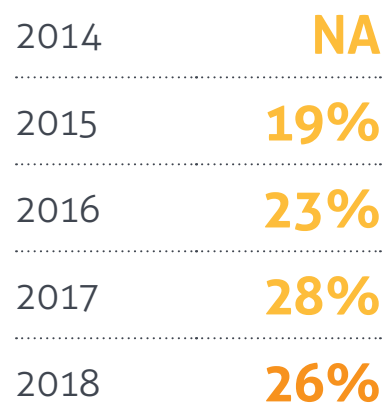
### Gender composition (all staff) (%)



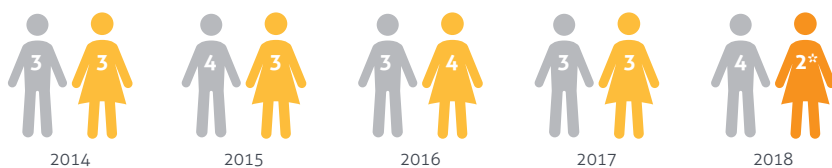
### Board members by gender



### Staff turnover (%)

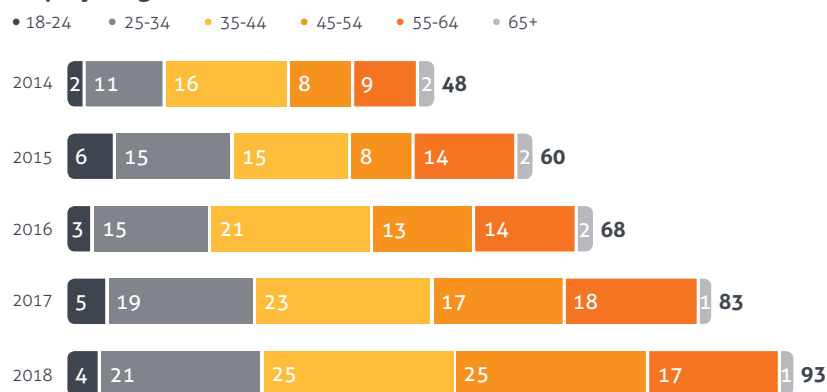


### Executive Leadership Team by gender

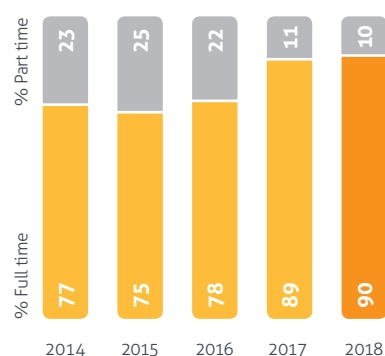


\*Composition of team changed in November 2017

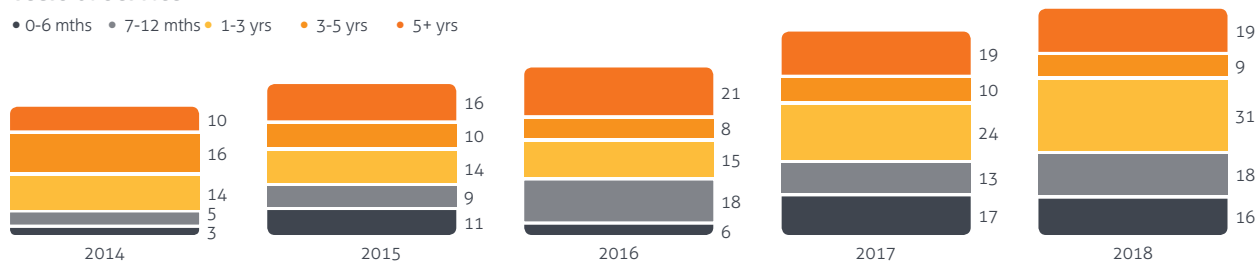
### Employee age



### Employment status (%)



### Years of service





Registry Week report release.



Opening of our affordable housing apartments in St Marys.



Our Place, Our Gathering Space launch.



Women in Social Housing (WISH) information session for mentors.



Women in Social Housing (WISH) information session for mentors.



Wentworth's 2017 Annual General Meeting.

## Code of Practice

In consultation with staff at all levels, including the Board, and clients, we developed a Code of Practice (formerly Code of Conduct) that is engaging and practical to apply. This new document is a foundational piece in the reshaping of our organisational culture and introduces the concept of doing our work 'the Wentworth way'. Based around Wentworth's ethics and values, the code presents practical ways of displaying the behavioural standards we expect from staff in order for them to properly support our clients to sustain their tenancy and participate fully in their community. It also includes an 'ethical decision making model' designed to guide and empower employees to make objective and ethically sound decisions at work. The Code was launched in August 2018.

## Staff Engagement Survey

The Voice Project, a leading provider of employee engagement surveys, conducted an engagement survey in November 2017 with 87% of employees participating. A number of action plans resulted from the survey, including the establishment of the Change Advisory Group. This internal group provides feedback to the Senior Leadership Team on the effectiveness of change management activities across the organisation with the aim of highlighting areas of change that need additional support. The group met for the first time in May 2018.

## Learning and Development

To build the knowledge and skills of staff we rolled out training programs on topics including Child Protection, Responding to Domestic Violence, Aboriginal Cultural Awareness, Trauma Informed Care and Privacy Principles. We have also continued our practice of rolling out an annual session on Appropriate Workplace Behaviour with an external consultant.

We worked with external consultant, Heather Forton, to continue to develop the leadership skills of our Senior Leadership Team with two workshops held during the year.

## Looking after our people

We care about the health and wellbeing of our staff. We actively promote activities and initiatives to promote positive work life balance and personal wellbeing, including hosting events to encourage healthy practices and socialising within our offices.

Activities this year included a team bonding day at Camp Yarramundi in August 2017 where staff participated in archery, high ropes and bush craft, subsidised entry to the City2Surf in 2017, R U OK Day celebrations to raise awareness about mental health and wellness, and a 6-week 10,000 steps Challenge to encourage staff to get moving. On a quarterly basis, we have masseurs on site for a day to provide seated massages to all staff who wish to participate.

We also engaged an Occupational Therapist to run a group education session and conduct workplace assessments throughout our offices. Staff were given the skills to ensure their work stations are set up in an ergonomically correct way to ensure physical wellbeing.

## In the year ahead

We will focus on building Wentworth's standing as an employer of choice. We plan to review our employee benefits to ensure we remain attractive to skilled and committed candidates in the sector.

We will also continue to build the capability of our managers and leaders and are developing a resource to assist with managing teams more effectively.

To improve productivity and streamline People and Culture processes, several new 'self-serve' Human Resource modules will be implemented, including an e-learning platform for learning and development.

# Staff supporting staff and clients

## Teena – Wentworth staff member, Housing Services

In the eight years that Teena has worked at Wentworth, she has helped countless clients start out with Wentworth, transfer between our properties or move elsewhere.

This year, she applied that same can-do attitude to training her fellow staff in a new IT system, despite feeling a little nervous about the task.

Along with five other employees, Teena was selected to help colleagues from across the organisation learn how to use a new IT system introduced at Wentworth in early 2018.

"My name was put forward by my manager. We had to set up a training program for everyone. We met each week and planned what we were going to do – how we were going to train people, and how we were going to set up the training on the computers. Then we delivered it," Teena explains.

"I am not fantastic with computers so it was a bit daunting at first, but I got a lot out of it and it was rewarding. Plus we've had really good feedback on it so that's a bonus."

Teena's current role involves supporting clients who are ending their tenancy with Wentworth. She knows how important her job is for those who need their bond money back quickly, and the difference Wentworth is making across Western Sydney.

"We're helping the community. We're helping people sustain their tenancies as much as we can. I think that gives you a really good feeling coming to work so I do feel proud working here."



**"We're helping  
the community."**

Teena feels proud working for  
Wentworth Community Housing.



## Our Board 2017–18

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### **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 and in general management roles in municipal councils, and occupied human resources and senior executive roles in companies and management consulting firms. He is now an independent consultant assisting businesses to improve the return on investment in their human capital. His experience in the corporate and not-for-profit sectors is extensive and he provides specific expertise in the areas of human resources management, strategy development and community networks.

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

- 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



### Justin Doyle

**Appointed September 2017**

Justin has over 15 years of experience across both financial services and the public sector as a Director, Non-Executive Director, and Senior Executive. Justin commenced his own consultancy business in mid 2018. Prior to that he was the Executive Director of Governance and Transformation at the Department of Family and Community Services and has held previous positions at the NSW Attorney Generals Department. He is currently a Non-Executive Director for two successful organisations that support Aboriginal businesses and employees. Justin is also spearheading a mentoring program for Aboriginal youth with the University of New England and lecturing Public Sector Leadership at the University of NSW Business School.

**Qualifications:** Masters in Business; Masters in Education.



### Brodie Druett

**Appointed November 2013**

Brodie is a retired senior public servant formerly with Housing NSW and the Department of Family and Community Services (FACS). He was General Manager for Southern and Western Region in Housing NSW for six years up to February 2013. His latest role prior to retirement was Interim District Director FACS Nepean Blue Mountains.

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

- Chair, Asset and Development Committee



### Dr Dianne Jackson

**Appointed January 2016**

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



### **Cameron Lamb**

**Appointed February 2013**

Cameron has very broad experience in property development. The majority of his work has been focussed around the planning, development and construction of large master planned and medium- density residential developments. He also has considerable experience in commercial developments and special projects including schools and parks. His work in the community development sector, on housing estate renewal, has enabled him to provide a unique perspective on achieving commercial development with housing in the context of community housing.

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

- Member, Asset and Development Committee



### **Aimee Lindfield**

**Appointed October 2015**

Aimee is an experienced IT leader, passionate about supporting senior stakeholders through complex transformations. Her experience covers consulting, IT strategy and program delivery, transformational change projects and financial audit.

**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



### Andrew Sweeney

Appointed September 2017

Andrew has over 30 years of experience in a range of property sectors across Australasia. Over 14 years was at Lend Lease undertaking a variety of roles in Property Development, including flagship projects like Sunshine Plaza, Rouse Hill Town Centre and Victoria Harbour. In 2005, Andrew co-founded Greengate to focus on innovation solutions to meet the growing need for quality care based housing for the elderly in the community. Award-winning Care Villages serving over 600 residents have been completed in Sydney and Brisbane. Working with local leaders in 2012 Andrew initiated Support Lindfield a 600 member 'grass roots' community group to proactively work with public and commercial stakeholders to create a new heart for the Lindfield, Roseville and Killara village. Andrew is also a Non-Executive Director of Greengate.

**Qualifications:** Built Environment and Architecture Degrees at the Queensland University of Technology and is a Registered Architect and Licenced Real Estate Agent (QLD, NSW).

- Member, Asset and Development Committee

## Senior Leadership Team

October 2018



### Stephen McIntyre | Chief Executive Officer

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

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



### **Peter Stenvert | General Manager, Client Services**

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

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

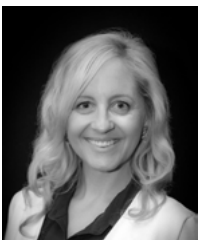


### **Tony Smith | Chief Financial Officer**

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

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

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



### **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.

**Qualifications:** Melissa 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.

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



### Jitender Balani Executive Manager, Housing Solutions and Development Resigned effective 17 May 2018

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.

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



### Clive Bradshaw | Divisional Manager, Housing Services

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

At Wentworth Clive is focused on delivering high quality services and building positive relationships with individuals, communities, partner organisations and business partners.

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



### **Jenny Ranft | Divisional Manager, Community Services**

Jenny leads the Wentworth Community Housing response to homelessness including three specialist homelessness services and the Heading Home project. She has worked from within local and state government and the not-for-profit sector to lead teams and deliver programs and reforms that strengthen families and individuals and build communities. With an interest in cross-agency collaboration, Jenny has led regional initiatives in Western Sydney to change culture and practice through whole-of-government strategies and through local initiatives to engage the private sector in responding to homelessness.

**Qualifications:** Jenny holds a Bachelor of Social Work from Sydney Uni and a Masters in Applied Science – Social Ecology from Western Sydney University.



### **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.

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



### **Heather Chaffey | Manager, Sustainable Communities**

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

**Qualifications:** Heather holds a Bachelor of Social Science with Charles Sturt University (CSU), a Post Graduate Certificate in Local Government Leadership with the University of Technology Sydney (UTS) and is a graduate of Sydney Leadership 2016, an adaptive leadership development program of Social Leadership Australia (SLA).



### 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.

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



### Steven Attard | Finance Manager

Steven has extensive experience in finance operational management and system implementations from a variety of roles over the last 25 years primarily in the banking and finance, manufacturing and aged care sectors. In his most recent role as Finance Manager at WentWest Limited, Steven was responsible for the operational finance function and assisted in the transition from a Medicare Local to a Primary Health Network provider.

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

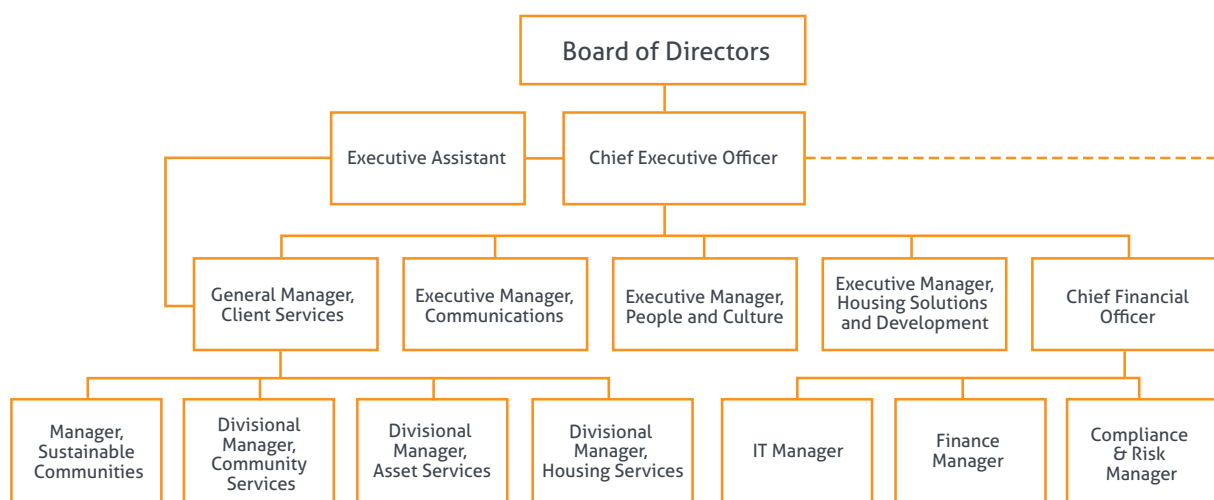


### Jason Press | IT Manager

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 efficiently.

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

## Organisational structure



## Communications

Our activities this year were guided by our current three-year communications strategy, which is focused on delivering our message of commitment to Western Sydney. In line with this objective, we worked in a number of areas to build brand recognition, engage positively with the communities we serve, and position Wentworth as a high-quality provider of community housing, homelessness and related services in Western Sydney.

We promoted the work Wentworth is doing in the community by actively engaging local media outlets to share our success stories. Media stories on topics such as the opening of new affordable housing units at Phillip Street, St Marys, the successful rehousing of eight elderly people from Norman Court, and the launch of Our Place, Our Gathering Space in Cranebrook, were published in local newspapers including the Hawkesbury Gazette and Western Weekender.

This year also saw the launch of our new Corporate Newsletter. It provides a strong new opportunity to communicate with key stakeholders, raise the profile of Wentworth and promote the work we are doing. The first issue of the Corporate Newsletter went out in May 2018.

Increasing social media engagement was another priority this year, and we saw strong growth in the number of our Facebook followers. We shared and promoted content and ran campaigns around topics such as the opening of our Phillip Street, St Marys complex, the roll out of the WISH program and the activities of our Tenant Advisory Group.

## Tenant Communications Survey

More than 1,100 tenants completed a survey (51.73% of all head tenants) to find out the best ways to reach them to provide useful information.

The survey allowed us to collect and check email addresses, phone numbers and mobile numbers of tenants to ensure we are communicating with them through the most suitable channels. The survey also asked for feedback about our tenant newsletter WNEWS, whether they are aware of our social media platforms and if they are interested in a self-service mobile app or tools on our website to pay rent and check accounts.



Wentworth's profile has increased locally with strong media coverage of our important projects.

## The survey findings

**51.2%**

611 respondents always read the WNEWS newsletter

**73%**

872 respondents are happy for us to get in touch about Wentworth activities such as events in their local community

**57.9%**

691 respondents prefer to receive the WNEWS newsletter by post

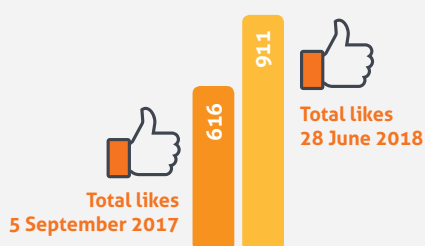
**46.2%**

551 respondents use social media

**59.4%**

709 respondents said they would be happy to use a Wentworth self service mobile app or self service tools on our website as a means of checking accounts, paying rent and submitting maintenance queries

## Our Facebook presence



## In the year ahead

We will redevelop our website to better reach stakeholders and clients with easy to understand information.

To raise our profile, we plan to commence a social media campaign to promote our work and services.

To assist with consistent messaging and to ensure every piece of communications has the right tone, look and feel, we will develop branding guidelines.

## Fundraising

While fundraising has not been a key priority for Wentworth in the past, we understand that philanthropic and private sector funding has a vital role to play in helping us as an organisation to achieve our goal to end homelessness in Western Sydney. In line with this, we have engaged *More Strategic*, a specialist fundraising consultancy, to work with us in developing a new fundraising strategy.

## Core systems

We invested significant time, money and effort into our Information, Communication and Technology (ICT) systems in order to be able to better support our staff to do their jobs well, particularly those working on the road or moving between offices.

A key milestone was to upgrade our hardware and move to a cloud-based solution that will provide for better data and disaster recovery. This will enable increased efficiency, less downtime and better access to the best available software and equipment for our staff. For staff who work remotely, the cloud-based system supports increased mobility and ensures compatibility with systems no matter where our staff may be working. As this was a major shift in the way we operate, change management training commenced to all staff in April 2018.

We improved integration between our core systems including the housing software system, client support system, finance software and new call centre system. Where required, we provided training to staff to ensure maximum use of each system's functionality and improvements in reporting.

We established an ICT steering committee, which is responsible for overseeing initiatives in line with the ICT Strategy. This has greatly improved governance around our ICT activities with roles and responsibilities more clearly defined.

## In the year ahead

Our aim in the coming year is to continue to increase office efficiency and staff productivity through leveraging the new software and systems we have implemented. As these systems become embedded in our processes and procedures we expect to see improved client management, more timely reporting and improved overall efficiency in the way we operate.

We will also continue to upgrade the finance system to better meet our needs and integrate even more closely with our client systems.

## Risk Management

Wentworth's Risk Management Framework is 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. The Framework is supported by a strategic risk register which identifies and classifies risks. This register includes risks such as financial management, property development, organisational infrastructure and investment strategy.

This year, mitigation plans and strategies were developed for high rated strategic risks. We also continued to educate staff in identifying and mitigating risks, and implemented a range of revised risk management policies and procedures to support the way we operate.

## Internal Audit

Our Internal Audit program is designed as an independent and objective assurance tool which evaluates the quality of Wentworth's performance in carrying out assigned responsibilities. In 2017–18, five audits were completed across the business including reviews of Payroll, Contractor Management, Recruitment & Induction, Petty Cash & Credit Card Reconciliations and Privacy Compliance. Audit findings have been agreed to by management and action plans have been established to address the identified deficiencies within the business.

We were proactive in understanding legislative changes to privacy compliance and engaged internal auditors to review its compliance following the changes coming to effect. Results of this audit identified seven audit findings to action to ensure we remain compliant with the legislative changes relating to privacy of client data.

## Work health and safety

Wentworth remains committed to the health, safety and welfare of all people involved in our work including our staff, clients, contractors and visitors to our offices. The Work Health and Safety (WHS) Committee has been working hard over the last couple of years to raise the profile of WHS practices across the organisation. In February 2018 the tenure of the current WHS Committee came to an end and new committee members were appointed. The new committee appointed a new chair and vice chair and are reinvigorated to keeping all safe during their tenure over the next couple of years.

## Workplace Incidents

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



## 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; and
- 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. The code guides compliance with legal, statutory, policy and other obligations.

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.

### Board performance review

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

### Board composition and renewal

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

## Board attendance at Board meetings and Committee meetings

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

Notes

\* appointed Sept 2017

\*\* approved leave from September 2017 – 31 January 2018

Amanda Anker was present at one Asset and Development Committee meeting and one Finance, Risk and Audit Committee meeting as an observer.

Cameron Lamb was present at one Finance, Risk and Audit Committee meeting as an observer.

## Five year financial summary

### Five Year Top Line Financial Comparison

(Figures in \$'000s)	2018	2017	2016	2015	2014
<b>Income and expenditure</b>					
Operating revenue	34,531	32,241	31,000	29,788	30,171
Operating expenditure	(33,027)	(29,500)	(25,390)	(25,793)	(26,598)
<b>Operating surplus/(deficit)</b>	<b>1,504</b>	<b>2,741</b>	<b>5,609</b>	<b>3,995</b>	<b>3,574</b>
Capital grants income		8,381	3,060	717	8,448
<b>Net surplus/(deficit)</b>	<b>1,504</b>	<b>11,122</b>	<b>8,669</b>	<b>4,712</b>	<b>12,022</b>
<b>Assets and liabilities</b>					
Total assets	65,635	64,995	57,780	50,848	40,926
Total liabilities	10,931	11,796	15,702	17,440	12,229
<b>Total equity</b>	<b>54,703</b>	<b>53,199</b>	<b>42,078</b>	<b>33,408</b>	<b>28,697</b>
<b>Cash flows</b>					
<b>Cash and cash equivalents at 1 July 2017</b>	<b>21,150</b>	<b>26,497</b>	<b>27,604</b>	<b>12,927</b>	<b>17,911</b>
Net cash from operating activities	4,295	7,941	6,630	10,271	11,572
Net cash from investing activities	(3,831)	(12,548)	(7,436)	4,706	(21,554)
Net cash from financing activities	(310)	(740)	(300)	(300)	4,998
<b>Cash and cash equivalents at 30 June 2018</b>	<b>21,305</b>	<b>21,150</b>	<b>26,498</b>	<b>27,604</b>	<b>12,927</b>
<b>Ratios</b>					
Current assets/current liabilities	3.05:1	3.09:1	2.63:1	1.52:1	1.28:1

### Summary of FY2018 performance

#### Operating revenue

Revenue increased during FY2018 as a result of 197 more properties being managed by Wentworth, which led to higher receipts in rental income.

#### Operating expenditure

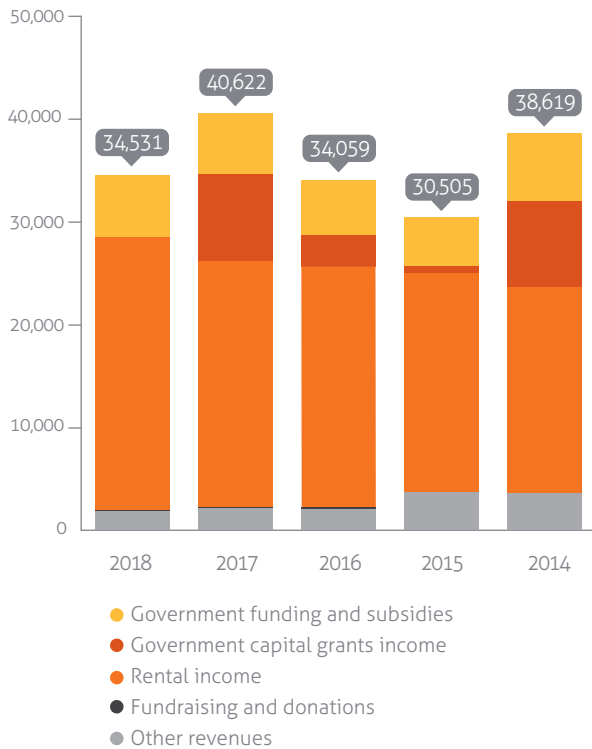
Expenditure for FY2018 increased due to higher utility charges, maintenance costs and employee expenses. There was significant investment in replacing legacy IT systems to position Wentworth for future growth and enhanced client experiences.

#### Assets and liabilities

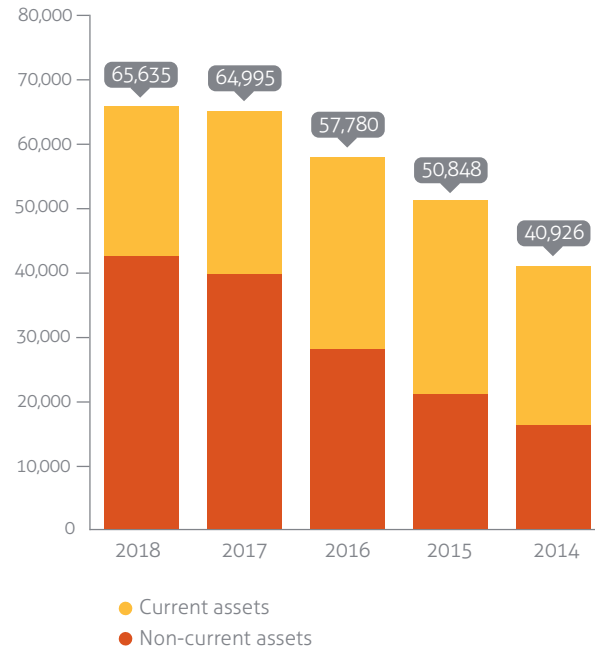
Assets increased slightly due to the completion of the complex on Phillip St, St Marys. Liabilities decreased slightly due to the repayment of debt and other creditors while net assets increased in line with the operating surplus of \$1.5m for FY2018.

## Five year financial performance summary

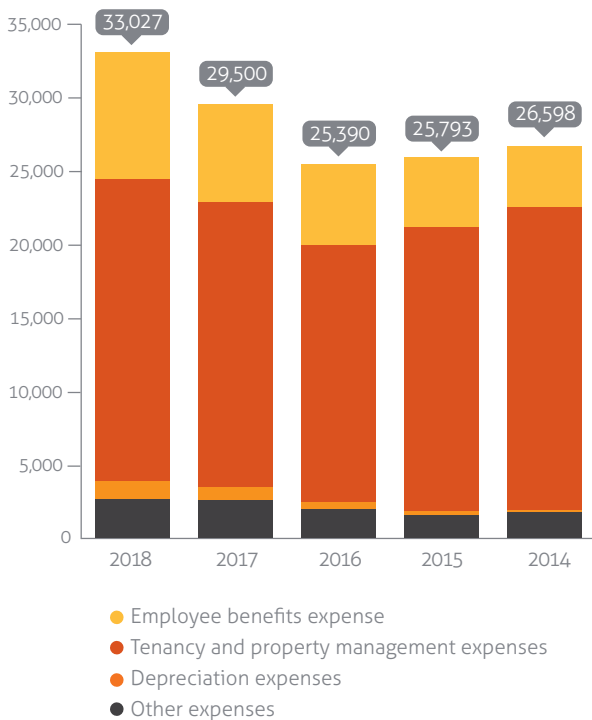
Income (\$'000)



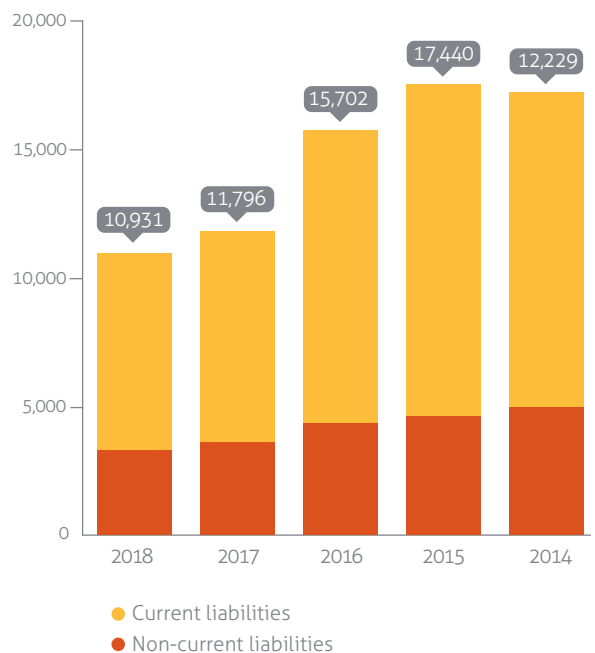
Assets (\$'000)



Expenditure (\$'000)



Liabilities (\$'000)



# Financial Report

For the year ended 30 June 2018 | ABN 50 003 076 337

## Corporate information

### Directors

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

- Keith Bryant (Chairperson)
- Kenneth Gilbert (Deputy Chairperson)
- Brodie Druett
- Cameron Lamb
- Aimee Lindfield
- Joseph Litwin
- Amanda Anker
- Dianne Jackson
- Andrew Sweeney
- Justin Doyle

### 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

### Auditor

Grant Thornton



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W [www.granthornton.com.au](http://www.granthornton.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 2018, 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, 19 October 2018

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## Statement of profit or loss and other comprehensive income

For the year ended 30 June 2018

	Note	2018 \$	2017 \$
<b>Revenue from ordinary activities</b>			
Government funding			
Capital grants		–	8,381,032
Government funding and subsidies		5,976,679	6,013,419
Fundraising		34,938	36,523
Non-monetary donations		–	155,593
Rental income		26,672,776	23,991,321
Management fees		1,284,511	1,381,407
Other revenues		561,828	662,358
<b>Total revenue</b>	<b>2</b>	<b>34,530,732</b>	<b>40,621,653</b>
<b>Expenses from ordinary activities</b>			
Employee benefits expense		(8,649,008)	(6,706,064)
Tenancy and property management expenses	4	(20,534,754)	(19,323,715)
Depreciation expenses	3	(1,167,273)	(914,423)
Other expenses from ordinary activities	5	(2,675,839)	(2,555,598)
<b>Total expenses</b>		<b>(33,026,874)</b>	<b>(29,499,800)</b>
<b>Net surplus for the year</b>		<b>1,503,858</b>	<b>11,121,853</b>
<b>Other comprehensive income</b>			
Other comprehensive income for the year		–	–
<b>Total comprehensive income for the year</b>		<b>1,503,858</b>	<b>11,121,853</b>

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

## Statement of financial position

As at 30 June 2018

	Note	2018 \$	2017 \$
Current assets			
Cash and cash equivalents	6	21,304,983	21,150,294
Trade and other receivables	7	1,546,654	3,300,803
Other current assets	8	522,174	975,524
<b>Total current assets</b>		<b>23,373,811</b>	<b>25,426,621</b>
Non-current assets			
Property, plant and equipment	9	41,768,516	39,105,039
Other non-current assets	10	492,194	463,818
<b>Total non-current assets</b>		<b>42,260,710</b>	<b>39,568,857</b>
<b>Total assets</b>		<b>65,634,521</b>	<b>64,995,478</b>
Current liabilities			
Trade and other payables	11	6,845,996	7,440,432
Borrowings	12	310,000	310,000
Provisions	13	505,146	471,509
<b>Total current liabilities</b>		<b>7,661,142</b>	<b>8,221,941</b>
Non current liabilities			
Borrowings	12	3,065,000	3,375,000
Provisions	13	205,037	199,053
<b>Total non current liabilities</b>		<b>3,270,037</b>	<b>3,574,053</b>
<b>Total liabilities</b>		<b>10,931,179</b>	<b>11,795,994</b>
<b>Net assets</b>		<b>54,703,342</b>	<b>53,199,484</b>
Funds			
General reserve		19,183,000	19,183,000
Accumulated funds		35,520,342	34,016,484
<b>Total funds</b>		<b>54,703,342</b>	<b>53,199,484</b>

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 2018

	Accumulated funds \$	General reserve \$	Total funds \$
<b>Balance at 30 June 2016</b>	<b>22,894,631</b>	<b>19,183,000</b>	<b>42,077,631</b>
Comprehensive income			
Surplus for the year	11,121,853	–	11,121,853
Other comprehensive income for the year	–	–	–
<b>Total comprehensive income</b>	<b>11,121,853</b>	<b>–</b>	<b>11,121,853</b>
<b>Balance at 30 June 2017</b>	<b>34,016,484</b>	<b>19,183,000</b>	<b>53,199,484</b>
Comprehensive income			
Surplus for the year	1,503,858	–	1,503,858
Other comprehensive income for the year	–	–	–
<b>Total comprehensive income</b>	<b>1,503,858</b>	<b>–</b>	<b>1,503,858</b>
<b>Balance at 30 June 2018</b>	<b>35,520,342</b>	<b>19,183,000</b>	<b>54,703,342</b>

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

## Statement of cash flows

For the year ended 30 June 2018

	Note	2018 \$	2017 \$
Cash flows from operating activities			
Tenant rents received		28,611,121	23,256,822
Sundry income		1,758,443	146,188
Government funded subsidies and grants		8,962,150	12,524,179
Payments to suppliers and employees		(35,483,210)	(28,580,268)
Interest received		446,933	593,924
<b>Net cash inflow from operating activities</b>	<b>15</b>	<b>4,295,437</b>	<b>7,940,845</b>
Cash flows from investing activities			
Purchase of property, plant and equipment		(3,830,748)	(12,574,252)
Proceeds from the sale of property, plant & equipment		—	26,212
<b>Net cash outflow from investing activities</b>		<b>(3,830,748)</b>	<b>(12,548,040)</b>
Cash flows from financing activities			
Proceeds/(payment) from bank loan		(310,000)	(740,000)
<b>Net cash outflow from financing activities</b>		<b>(310,000)</b>	<b>(740,000)</b>
Net (decrease)/increase in cash held		154,689	(5,347,196)
Cash and cash equivalents at the beginning of the financial year		21,150,294	26,497,489
<b>Cash and cash equivalents at the end of the financial year</b>	<b>6</b>	<b>21,304,983</b>	<b>21,150,294</b>

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 2018

## Note 1: Summary of significant accounting policies

### a. Nature of operations

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

### b. General information and statement of compliance

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

The financial report covers Wentworth Community Housing as an individual entity and is presented in Australian dollars, which is the Company's functional and presentation currency.

Wentworth Community Housing Limited is a not-for-profit public company limited by guarantee, incorporated and domiciled in Australia and registered with the Australian Charities and Not-for-profits Commission, and under the Charitable Fundraising Act 1991.

The financial statements for the year ended 30 June 2018 were approved and authorised for issue by the Board of Directors on the 19th of October 2018.

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 2018 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**

	2018 \$	2017 \$
Revenue from operating activities:		
Rental income and utilities received	26,782,271	24,021,251
Government funding and NRAS subsidies	5,976,679	6,013,419
Capital grants	–	8,381,032
Fundraising	34,938	36,523
Non-monetary donations	–	155,593
Management fees	1,284,511	1,381,407
Insurance recoveries	5,400	12,185
Proceeds on sale of non-current assets	–	26,212
Other income	42,631	107
Interest revenue	404,302	593,924
	<b>34,530,732</b>	<b>40,621,653</b>

**Note 3: Surplus from ordinary activities**

	2018 \$	2017 \$
Surplus from ordinary activities been determined after charging as expense:		
Depreciation	1,167,272	914,423
Loss on disposal of assets	–	47,397
Provision of employee entitlements	625,959	288,228

**Note 4: Tenancy and property management expenses**

	2018 \$	2017 \$
Bad and doubtful debts	688,935	843,310
Insurance	452,332	312,709
Property leases	7,941,434	6,936,858
Rates and utility charges	3,881,857	3,391,787
Repairs and maintenance	6,223,194	6,490,929
Return of unexpended funds	232,100	297,660
Sundry expenses	1,114,902	1,050,462
	<b>20,534,754</b>	<b>19,323,715</b>

**Note 5: Other expenses**

	2018 \$	2017 \$
Office expenses	367,392	319,855
Program expenses	14,700	64,592
Office rental expenses	460,159	378,202
Professional and consultancy expenses	650,875	556,816
Sundry expenses	1,182,713	1,236,133
	<b>2,675,839</b>	<b>2,555,598</b>

**Note 6: Cash and cash equivalents**

	2018 \$	2017 \$
Cash at bank and on hand	797,989	258,354
Short term deposits	20,506,994	20,891,940
	<b>21,304,983</b>	<b>21,150,294</b>

**Note 7: Trade and other receivables**

	2018 \$	2017 \$
Sundry debtors and accrued income	434,145	2,385,312
Tenant arrears – rental	767,528	648,205
Tenant arrears – water	356,203	172,789
Tenant arrears – other	958,448	764,193
Provision for doubtful debts	(969,670)	(669,696)
	<b>1,546,654</b>	<b>3,300,803</b>

**Note 8: Other current assets**

	2018 \$	2017 \$
Prepayments	589,782	556,543
GST receivable	(141,342)	325,492
Security bonds and deposits	73,734	93,489
	<b>522,174</b>	<b>975,524</b>

**Note 9: Property, plant and equipment**

	Land and buildings	Leasehold improvements	Office furniture and equipment	Motor vehicles	Total
At cost	\$	\$	\$	\$	\$
<b>Balance as at 1 July 2017</b>	<b>38,175,049</b>	<b>330,723</b>	<b>324,938</b>	<b>274,329</b>	<b>39,105,039</b>
Additions	3,200,305	161,700	479,276	252	3,841,533
Disposals	–	–	–	(10,784)	(10,784)
Depreciation	(900,245)	(127,683)	(47,869)	(91,476)	(1,167,272)
<b>Balance as at year end 30 June 2018</b>	<b>40,475,109</b>	<b>364,740</b>	<b>756,345</b>	<b>172,321</b>	<b>41,768,516</b>
<b>Balance as at 1 July 2016</b>	<b>25,755,100</b>	<b>112,341</b>	<b>100,076</b>	<b>283,780</b>	<b>26,251,297</b>
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)
<b>Balance as at year end 30 June 2017</b>	<b>38,175,049</b>	<b>330,723</b>	<b>324,938</b>	<b>274,329</b>	<b>39,105,039</b>

**Note 10: Other non-current assets**

	2018 \$	2017 \$
Security bonds and deposits	492,194	463,818
	<b>492,194</b>	<b>463,818</b>

**Note 11: Trade and other payables**

	2018 \$	2017 \$
Current		
Trade creditors and accrued expenses	1,194,637	3,284,138
Rental income received in advance	1,179,450	1,143,892
Government subsidies and grants received in advance	4,271,422	2,779,643
Tenant bonds	88,994	41,229
Other payables	111,493	125,319
Lease liability – Westpac	–	66,211
	<b>6,845,996</b>	<b>7,440,432</b>

**Note 12: Borrowings**

	2018 \$	2017 \$
Current		
Bank loan (secured) – Westpac	310,000	310,000
	<b>310,000</b>	<b>310,000</b>
Non current		
Bank loan (secured) – Westpac	3,065,000	3,375,000
	<b>3,065,000</b>	<b>3,375,000</b>

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**

	2018 \$	2017 \$
Current		
Employee entitlements	505,146	471,509
	<b>505,146</b>	<b>471,509</b>
Non current		
Employee entitlements	205,037	199,053
	<b>205,037</b>	<b>199,053</b>



## 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:

	2018 \$	2017 \$
Within one year	985,926	939,413
More than 1 year but not greater than 5 years	629,445	687,779
Greater than 5 years	—	—
<b>Total operating lease commitments</b>	<b>1,615,371</b>	<b>1,627,192</b>

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

	2018 \$	2017 \$
Cash flows from operating activities		
Net operating surplus for the period	1,503,858	11,121,853
Non-cash items in operating surplus		
Depreciation	1,167,273	914,423
Movement in assets and liabilities		
Decrease/(increase) in trade receivables	2,207,497	(909,372)
(Increase)/decrease in other receivables	(28,376)	(19,982)
(Decrease)/increase in trade and other payables	(594,436)	(2,956,829)
Increase/(decrease) in provisions	39,621	(209,248)
<b>Net cash provided by operating activities</b>	<b>4,295,437</b>	<b>7,940,845</b>

**Note 16: Related party transactions**

	2018 \$	2017 \$
Directors' Remuneration		
Directors were paid honorariums were provided as follows:		
Keith Bryant	8,258	7,060
Ken Gilbert	6,593	4,793
Brodie Druett	6,549	4,793
Cameron Lamb	4,950	4,050
Aimee Lindfield	4,950	4,050
Joseph Litwin	4,950	4,050
Amanda Anker	4,950	4,050
Dianne Jackson	4,950	4,050
Andrew Sweeney (commenced 1 September 2017)	3,825	–
Justin Doyle (commenced 1 September 2017)	–	–
Ron Coskerie (resigned November 2016)	–	1,200
	<b>49,975</b>	<b>38,096</b>
Key Management Personnel Compensation		
Key management personnel of the Company are the Responsible Entities (Directors) and the executive management team. Key management personnel are those having authority for planning, directing and controlling the Company's activities, directly or indirectly.		
Total remuneration (excluding Directors' honorariums)	1,096,552	918,859
Other related party transactions		
Donations from Directors	22,329	13,434

**Note 17: Contingent liabilities**

There were no contingent liabilities as at 30 June 2018 (2017: Nil).

**Note 18: Capital commitments**

As at 30 June 2018, Nil (2017: \$3,144,834).

**Note 19: Events subsequent to reporting date**

On 12th October 2018 Wentworth Community Housing settled on the acquisition of a parcel of land in St Marys, which will be the future site of a new affordable housing project. The consideration was \$998k. Government funding regarding the proposed construction was received before year end and deferred in Note 11.

There have been no other matters or circumstances, other than that referred to in the financial statements or notes thereto, that have arisen since the end of the financial year, that have significantly affected or may significantly affect, the operations of the entity, the results of those operations, or the state of affairs of the entity in future years.

## 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.

<b>Note 21: Information and declarations to be furnished under the <i>Charitable Fundraising (NSW) Act 1991</i></b>	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Gross donations from fundraising appeals	34,938	36,523
Less: direct costs of fundraising appeals	(99)	(28)
<b>Net surplus obtained from fundraising appeals</b>	<b>34,840</b>	<b>36,495</b>

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 2018 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 19th of October 2018

# Principal Officer's declaration

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

1. the income statement of Wentworth Community Housing Limited for the year ended 30 June 2018 gives a true and fair view of all income and expenditure of the organisation with respect to fundraising appeals;
2. the balance sheet of Wentworth Community Housing Limited for as at 30 June 2018 gives a true and fair view of the state of affairs of the organisation with respect to fundraising appeals conducted by the organisation;
3. the provisions of the Charitable Fundraising Act 1991, the Regulations under that Act and the conditions attached to the Charitable Fundraising Authority have been complied with by the organisation; and
4. the internal controls exercised by Wentworth Community Housing Limited are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals.



**Stephen McIntyre**

CEO and Principal Officer

Dated the 19th of October 2018



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## Independent Auditor's Report

To the Members of Wentworth Community Housing Limited

Report on the audit of the financial report

### Opinion

We have audited the financial report of Wentworth Community Housing Limited (the "Registered Entity") which comprises the statement of financial position as at 30 June 2018, 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 requirements of Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- giving a true and fair view of the Registered Entity's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

### Basis for opinion

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

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

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#### **Responsibilities of the Responsible Entities for the financial report**

The Responsible Entities of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards 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 Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Responsible Entities either intend to liquidate the Registered Entity or to cease operations, or have no realistic alternative but to do so.

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

#### **Auditor's responsibilities for the audit of the financial report**

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

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

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



- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

*Grant Thornton*

Grant Thornton Audit Pty Ltd  
Chartered Accountants

*James Winter*

James Winter  
Partner – Audit & Assurance  
Sydney, 19 October 2018

# Acknowledgements

Wentworth is grateful for the support, financial and in-kind, that it receives from donors, partners and businesses. We would like to thank the following individuals, groups and organisations for their contributions and support this financial year.

## Corporate donors and supporters

- BG Enterprises
- iPlacement
- Power Up Sydney Electrical

## Individual donors

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

Our thanks go to:

- Mrs A Anker
- Mr K Bryant
- Mr B Druett
- Mr K Gilbert
- Mr G Gunton
- Ms L Keady
- Ms A Lindfield
- Ms K McGarrigle
- Mr S McIntyre
- Mr A Sweeney
- Pik Wong

## Acknowledgements

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

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