Wintringham Submission
UN Habitat Scroll of Honour

1. Background
Since its inception in 1989, Wintringham has single-mindedly pursued a goal of providing ‘a home until stumps’ for older homeless men and women. Founded by Bryan Lipmann as a single-employee, not-for-profit welfare company, Wintringham now employs over 400 people and Bryan remains Chief Executive Officer and a Director of the company.

Wintringham’s vision is “To be the best international aged care service provider for elderly homeless men and women.”

Our mission is as follows: “Wintringham will provide dignified, affordable high quality care and accommodation to frail elderly men and women who are either homeless or at risk of becoming homeless. Wintringham will be an advocate for frail elderly homeless men and women, or those at risk of becoming homeless.”

These are our values:

- Options
  We will encourage and support the independence of aged people.
  We will promote service user participation in decision making.
  Wintringham will work in close co-operation with other agencies.

- Dignity
  Wintringham is committed to excellence through continuous quality improvements.
  We endorse the empowerment of all service users and staff.

- Rights
  The health and safety of all service users, staff, volunteers and visitors will be actively promoted.
  Service users and staff are entitled to have their grievances investigated and resolved.

The primary impetus in establishing Wintringham was anger at seeing older homeless men and women living and dying on the streets of Melbourne and in night shelters where the brutalising conditions were particularly damaging for older people. These were homeless people being denied access to well-funded services provided to other older Australians. By de-emphasising their homelessness and, rather, insisting on their right to the aged care services other Australians could take for granted, Wintringham commenced its unyielding determination to secure entitlements for people who would otherwise remain invisible, excluded and option-less.

One of Melbourne’s oldest and most notorious night shelters was called Gordon House. Long before Bryan Lipmann thought of starting the company there had been a famous case
of a homeless man who had mustered some comrades and lead a march on Parliament House to prevent its closure. “Gordon House is a club,” a newspaper quoted him as saying. “It’s essential for many blokes who have otherwise got no hope. But they don’t want assistance from charitable or religious organisations. They want freedom and independence – to be their own men as far as possible.”

His name was Tiny Wintringham. His success in countering seemingly insurmountable odds continues to inspire the company that was named in his honour and has led Wintringham to begin a tradition of naming its services after homeless people.

(See also, Appendices 1 & 2: Wintringham Annual Reviews for 2008-09, 2009-10, and Wintringham website: www.wintringham.org.au )

2. Description of the Initiative or project

For the past twenty-two years, Wintringham has successfully supported the needs of older homeless people for whom all other avenues of care have failed or simply been unavailable; people with little to no family; people with little to no financial means; and people for whom ‘safety and trust’ are unfamiliar concepts - people who do not fit neatly into existing categories of care. It has been demonstrated that homeless populations have a higher rate of serious morbidity and premature mortality compared to the general population. Early ageing and complex care needs due to impoverishment and co-existing physical or mental health disorders - many of which are undiagnosed or poorly managed - have resulted in the need for service provision to a comparatively young group of clients. Wintringham has successfully advocated to successive Federal Governments to recognise that this client population is susceptible to premature ageing. The minimum age that Wintringham and the Federal Government have agreed upon is 50 years as opposed to the standard 65 years for accessing Aged Care funding.

Services are tailored to meet the care needs of a diverse resident population through the utilisation of a person-centred approach delivered through such innovations as community integration, recreation, and harm minimisation practices. Flexible service systems,
Wintringham

integrated health and psychosocial services provided by a multidisciplinary team, and client-centred care are fundamental factors to the success of this initiative. Engagement in a therapeutic relationship based on trust and the development of care plans that are influenced by the participant’s own perception of what constitutes wellbeing and life quality, are all essential components to this process.

Wintringham has earned international recognition as a social justice company whose mission is to ensure elderly homeless men and women receive equal access to mainstream aged care services. We are the only organisation in Australia who specialises in caring for this client population. Wintringham’s unique service delivery model has evolved to incorporate flexible, tolerant and non-judgmental strategies to address a myriad of unique and diverse care needs.

Wintringham believes the provision of affordable accommodation, coupled with appropriate support, is the main way to prevent older people from becoming homeless. We do this through four principal service streams: Outreach Services; Supported Community Housing; Community Care and Residential Care. These services are structured in such a way as to provide housing “for life”. As clients age, their increasing levels of frailty and care needs are addressed through the provision of a seamless transition to services that are able to provide increasing levels of support within the one company (See Figure 1). This then allows for continuity in individualised care and support which, for a client population characterised by complex behavioural traits and impaired identity with safety and trust, has proven to be an optimal strategy for the provision of dignified and sustainable care.

**WINTRINGHAM CARE AND SUPPORT SERVICES**

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>CARE TYPE</th>
<th>ASSISTANCE AVAILABLE</th>
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<tbody>
<tr>
<td>High Level Residential Care</td>
<td>Assistance with activities of daily living and healthcare.</td>
<td>Constant support required usually to meet healthcare needs - Registered Nurses Div I, Div II and PCAs (Personal Care Attendants) available 24 hours a day.</td>
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<tr>
<td>High Level &amp; Dementia Specific Community Care (EACH/EACH-D Extended Aged Care at Home packages funded by Federal Government)</td>
<td>Assistance with activities of daily living and healthcare to help the client remain safely at home.</td>
<td>Registered Nurses Div I, Div II and PCAs available around 15 hours per week and on call.</td>
</tr>
<tr>
<td>Low Level Residential Care</td>
<td>Assistance with activities of daily living.</td>
<td>Some support required - PCAs available 24 hours per day.</td>
</tr>
<tr>
<td>Community Aged Care Packages (CACPs - funded by Federal Government)</td>
<td>Assistance with activities of daily living to help the client remain safely at home.</td>
<td>PCAs available around 4 hrs per week, Emergency support if required.</td>
</tr>
<tr>
<td>Housing Support</td>
<td>Support to develop resources required to maximise health and well-being and</td>
<td>Housing Support Worker available.</td>
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At 30 June 2011, Wintringham (in combination with subsidiary Wintringham Housing Ltd) has recurring revenue of **A $26.5 million**, and net assets of **A $55 million**. We provide **236 residential aged care beds** offering a mixture of high and low hostel care across 5 sites in metropolitan Melbourne. We manage **466 community care packages**, where people at risk of homelessness are given targeted support in their existing accommodation. Over **400 independent living units** in Melbourne and Victoria’s regional cities provide first rate independent housing coupled with the provision of tailored support. In addition, Wintringham runs a comprehensive Outreach service to the elderly homeless, as well as a high-profile Research unit.

Importantly, Wintringham strenuously pursues its mission to advocate for the elderly homeless at all levels of Australian government, in community and welfare industry forums, through the media and via academic channels. Our CEO, Bryan Lipmann, AM, is regularly called upon to join national and international policy forums, including, for instance, current membership of the Australian Government’s Homelessness Sector Reference Group. The Rockefeller Foundation invited Bryan to join sixteen other homelessness experts from around the world to attend a three day roundtable meeting in the Rockefeller Centre in Bellagio, Italy, in November 2009. Across the organisation, we participate in innumerable forums where the goal of improving the lot of the elderly homeless is kept on agendas where it might otherwise never be. Influential and widely-cited submissions have been made to Productivity Commission inquiries into aged care, and, most significantly, the Australian Government’s White Paper on Homelessness called ‘The Road Home’ where an ambitious target of reducing homelessness in Australia by 50% by 2020 was set. This groundbreaking policy document, the first ever produced on homelessness by an Australian Government, incorporated significant recommendations concerning the elderly homeless made by Wintringham. This quote from the White Paper gives a vivid illustration of our success in influencing policy for the betterment of our target population:

Housing models such as that established by Wintringham in Victoria have proven successful for older people. Wintringham is a not-for-profit welfare organisation working with older men and women who are homeless. Wintringham supplies its residents with long-term supported housing, with particular emphasis on the rights and dignity of residents. To promote this successful model of housing for older people who are homeless, the Australian Government will amend the Aged Care Act 1997 to recognise older people who are homeless as a ‘special needs’ group.  

3. Main Partners

We have productive and enlivening partnerships with the following:

- **Australian Government** – our primary recurring funding comes from the Federal Department of Health and Ageing: in 2009/10 74% of recurring revenue, with 3% additionally contributed by the Victorian State Government.

- **Allen Kong Architect** - This strong and creative partnership has now seen the completion of 20 exceptional buildings where the organisation’s core values of investing homeless older people with options, dignity and rights are made manifest. Additionally, the architect’s acute sensitivity to environmental issues has ensured that each building meets the highest standards of energy and water conservation. **Appendix 3** shows images of a selection of Wintringham projects completed with Allen Kong Architects. (section 7. Innovations, includes an analysis of the conservation aspects of the Eunice Seddon project)

- **Philanthropy** – successful applications to local philanthropic trusts and individual philanthropists give critical support to our initiatives.

- **Other Agencies** – these include other homelessness and housing specialists (eg The Brotherhood of St Laurence, St Vincent de Paul, Salvation Army, Homeground, Commonground USA, HammondCare); other health, drug and alcohol, disability specialists (eg Royal District Nursing Service Homeless Persons’ Programme, Aged Psychiatric Assessment Team, Community Behavioural Disorders Assessment and Treatment Service, Wallara); General Practitioners, hospitals, neuropsychology services; academia, including the National Ageing Research Institute; statutory bodies (eg the Office of the Public Advocate, State Trustees, the Aged Care Standards and Accreditation Agency).

4. Impact

Our client population constitutes one of the most powerless and marginalised groups in society. Older homeless people may access ad hoc support through a range of agencies, however these services often work independently from each other and clients may not always be referred to an appropriate service for support, resulting in gaps in service delivery. Mainstream and specialist services alike struggle to provide appropriate care to older vulnerable people, particularly to those presenting with an overlay of challenging behaviour. Often these services do not have the capacity to accommodate the person’s life choices resulting in increasing behavioural disturbances that further alienate the person from community care options. This can lead to an increased reliance on crisis and emergency service support, run-ins with the law, evictions from accommodation or even premature death.

If an appropriate residential care placement is not found, these people very often become part of a cyclic pattern that commences when their health deteriorates to such a point that they lose the capacity to care for themselves. At this stage they usually enter the hospital service where their care is managed, addictions and psychiatric conditions are treated and their cognitive ability improves. Typically, the person is deemed capable of caring for themselves and they are discharged, ready to commence the cycle again. The unfortunate consequence of this cyclic pattern of care and neglect is the progressive deterioration in the
person’s psyche and physical health. It also heavily taxes the community’s funded health resources.

Wintringham’s non-conventional approach to service delivery has enabled it to grow while continuing to successfully support the needs of people for whom all other avenues of care have failed. With this rapid growth, we are acutely aware of the need to effectively determine and measure the outcomes of our interventions. Much of this evidence has historically been obtained anecdotally or through the collection of standardised aged care indicators; however this does not capture the true essence of change experienced by our client population. Therefore, in 2001, we established a research arm of the company with conducts evidence-based social research encompassing measures of client well being and life satisfaction. This research continues to contribute to Wintringham quality improvement processes and serves to inform future service development.

An evaluation of an intensive Wintringham support program designed to support older homeless people living with alcohol related brain injury (ARBI) and challenging behaviour was undertaken in 4-year a research trial (The Wicking Project\(^1\)). The residential trial model (The Wicking Model) involved specialised 24/7 supported care, individual structured activity programs and rigorous behaviour management plan implementation. These initiatives were supported by a team of highly trained and skilled personnel including. The outcomes of this program demonstrated that project participants experienced statistically significant reductions in their level of anxiety, depression, problematic drinking, number of alcoholic beverages consumed each day and a significant increase in productivity levels. A clinically significant reduction was also measured in the total amount of cigarettes consumed each day. Nearly all outcome measures and life quality indicators experienced positive change for the project participants.

5. Sustainability

Wintringham uses differing models to 'break the cycle of homelessness' depending on the setting, but a common element is the establishment of a trusted ‘partner in care’. This refers to the acceptance by the homeless person of a worker to act in their best interests by navigating through the complex service system and advocating on their behalf. This model applies to outreach services and housing which are usually the first point of contact for many of our clients. The establishment of trust is by no means an easy task for individuals who have often spent a large proportion of their lives in social isolation and are often distrustful of others. This process requires a patient, compassionate non-judgemental approach.

We have adopted the principle that the environment shapes the way that people act and feel and believe that we can give positive messages to people by providing dignified housing that is attractive and peaceful. Not only does this influence the sense of dignity that a resident feels, but it also has a positive impact on staff. We have also found that a community of aged people will support each other which often dramatically mitigate the need for additional services. In some instances our homeless clients have formed meaningful relationships with others which would have previously been an intangible achievement.

As a result of these innovations, the Wintringham services have experienced continued growth as indicated in the four-year trend displayed in Figure 2 below.

![Wintringham - Company Growth](image)

**Figure 2 Wintringham Four-Year Growth 2006 - 2010**

6. Transferability and Up-scaling

Indicate whether this is a replicable best practice and show where it has been replicated and how this was done.

A significant factor in Wintringham’s success has been a positive culture where, overwhelmingly, staff share the organisation’s vision, mission and values. In March 2011, the results of a Wintringham staff survey set a new national standard for staff satisfaction. Insync Surveys ([http://www.insyncsurveys.com.au/](http://www.insyncsurveys.com.au/)) is one of the largest companies of its type in the country and surveys a wide range of organisations including government, industry and not-for-profits. By using them, our results could be compared with Insync’s benchmark databases which have more than 750,000 employee responses. Insync reports that Wintringham’s overall result of 80.2% for staff satisfaction reflects an organisation whose performance in best practice. Of 100 companies surveyed by Insynch in the last two years, ours is the best result.

The fact that this level of staff satisfaction is attained for an organisation that has grown exponentially from a standing start twenty-two years ago testifies to the strength of its internal culture and commitment to shared values. Upscaling has been a business reflex from day one.

An important aspect of our shared values has been to work in close co-operation with other agencies. It is a large claim, but nevertheless evidenced by the visible difference in the experience of homeless elderly people in Melbourne compared to other Australian capitals, that Wintringham has transformed the approach to elderly homelessness in Victoria even in areas where we have no housing or residential facilities. Our actions and influence have improved practice by all agencies, and therefore improved outcomes for the elderly homeless.
Our desire to improve national standards sees us currently negotiating with two prospective interstate partners. We anticipate a national presence in the coming years. We anticipate the successful transfer of our company goals, culture and outcomes to interstate settings.

7. Innovations

The success of Wintringham is told through the stories and faces of the people it serves. From the history of Wintringham, ‘legends’ have been created. The rich stories of the people who have shaped the company have evolved. Some tales have grown over time, yet the original intent remains – to exemplify the founding principles that shaped Wintringham into the company that it is today. Wintringham ‘is’ the people it serves and the people who serve them.

In an evaluation of the service it has proven difficult to qualify or quantify exactly what it is that makes the Wintringham model different to mainstream services. It appears that the principal defining feature of the model is its adaptability. The social justice principals underlying the model result in a major defining feature of adaptability, a response to the rights of the service user to have their changing needs respected. The care model employed to support one individual may not necessarily be unique but it is the ability and willingness of the service to change its approach in response to that individual’s needs that separates Wintringham from most other services. The model of care and support employed for one resident may be completely different from that used for the resident in the next room. The model that once was successfully used to provide specialised support to a service user one week may be completely different to what will work the next. The service responses are constantly evolving and changing.

As a result the culture in each Wintringham site and program is different - shaped by the individual service users. The models may vary between residential facilities, houses and individuals as well as from week to week, or even day to day within an individual’s care plan. While there are a number of organisations providing aged care based on a specific model with defined concepts leading to specialised processes in service delivery, Wintringham starts from a social justice perspective, respecting the options and rights of all. Staff will work, sometimes for extended periods, to find alternative service delivery processes to meet the individual requirements of each service user. While some people seem to fit easily into existing cultures and models of care at the residential sites, others require quite different routines and care strategies, which are also identified and then met.

Similarly, community outreach, housing support and home care package programs operate on the fundamental social justice principle of respect for the dignity and rights of the service user, adapting the service provided to stated or unstated needs and preferences. Again these can evolve and change over time and staff will extend themselves to explore diverse options to suit the person’s requirements. As well as resulting in more appropriate service outcomes, this process can empower, and assist in the decision making of, the service user.

Rather than creating a specific model and asking all who live at Wintringham to adapt to this, the service adapts to meet their needs. This means in effect that Wintringham has a vast array of ‘models of care’, from those that are extremely structured and directive, to those which focus on empowering residents and responding to their requests. In order to achieve this Wintringham employs and retains a workforce of dedicated employees, shares
Wintringham

a positive productive relationship with key external services, government and funding bodies, provides a comprehensive and innovative recreation program, and provides its residents with a beautiful, harmonious home environment.

Therefore, our main innovation has been to eschew rigidity. We remain open and adaptable in our approach to individual care needs, programme growth, funding sources, advocacy forums, partnerships and management structures. Our one unvarying focus has been the advancement of the Options, Dignity and Rights of older homeless people through the provision of top quality care and housing.

Of course, other forms of innovation are applied in our built environments where an emphasis on meaningful community and environmental sustainability has ensured the exceptional quality of our facilities. For instance, in 1997, our Port Melbourne Hostel won the World Habitat Award (http://www.worldhabitatawards.org/).

An analysis of the emphasis placed on an innovative approach to sustainability at the Eunice Seddon Home, completed in 2010 by Allen Kong Architects, is given in Appendix 4.

8. Recognition of the Initiative

As already described, we take the advocacy aspect of our work very seriously and, over the years, our publications, articles, media reports and conference presentations have been innumerable. We list here a selection which will indicate the range of our activities.

Books and Refereed Journal Articles

The Elderly Homeless: An investigation into the provision of services for frail, elderly homeless men and women in the United States of America, Britain, Sweden and Denmark
Lipmann, B., Wintringham, 1995

Non-Refereed Journals/Articles

There are so many articles in this category; we are appending just one to indicate our profile in the industry.

Recent Conference Presentations

Once again, it would be impossible to fully catalogue even just the recent conferences and forums where Wintringham staff have presented, so a selection is given here to indicate the range of our work.

- **International Federation on Ageing 10th Global Conference**, Melbourne, 3- 6 May 2010, A Home Until Stumps: Care for the Elderly Homeless
- **New Zealand Master Class Workshops 2011**, Auckland 27th June, Christchurch 29th June and Wellington 1st August 2011. The Challenge of Long Term Alcohol Abuse in Older Adults.
- **Change Champions –Master Class Workshops**, Inner South Community Health Service. 23 February, 24 February & 15 March 2011. The Challenge of Long Term Alcohol Abuse in Older Adults.
- **ACAA 29th Annual Congress is Ageing in Australia – evolution or revolution? Aged Care Association Australia.** Adelaide 14-16th November 2010. Who’s responsible for whom? Older people with complex behavioural care needs.
- **ACSA National Aged & Community Care Conference**, Gold Coast 2 – 4 June 2010. The Next Generation of Community Care for People with Alcohol Related Dementias: The Wicking Model

Recent Media Articles

- **The Age**, 20 Aug 2010, Prime Minister Visits Wintringham’s McLean Lodge. **Appendix 7**
- **Agendas Magazine**, Autumn 2010, International Roundtable in Bellagio, Italy on Innovative Housing **Appendix 8**
- **Agendas Magazine**, Autumn 2010, Housing the Financially Disadvantaged in Regional Victoria **Appendix 9**
- **Journey Magazine**, May 2011, Renovating a Legacy **Appendix 10**
Appendix 1.
What’s on the front cover?

On 19 August 2010, VIPs visited Wintringham’s McLean Lodge in Flemington, and helped us celebrate the 21st anniversary of our founding. Pictured on the front cover is resident, Valantine Zuker, who awaits the arrival of the retiring Federal Member for Melbourne, Lindsay Tanner, and the former Prime Minister, Kevin Rudd.

President’s message

Wintringham turns 21 this year, causing me to reflect that we have avoided most of the follies of youth. At no stage have we gone crazy with the credit card; our alliances have all been of a reputable nature and we have consistently scored highly with funding and accreditation bodies. Our development has been vigorous, but we remain lean in administrative overheads and are true to our original mission and values. In short, we have reached our majority in outstanding condition.

As I write, new residents are acquainting themselves with the 60 bed Eunice Seddon Home in Dandenong. Its completion and fit-out have been an enormous undertaking. It will be a ‘home until stumps’ to many elderly people in the coming decades, people who might otherwise be homeless. During 2009, data for homeless people from the 2006 census was released and it makes worrying reading. The national figure for the over 50 year old homeless group – 18,000 – was considerably higher than anticipated. With the ageing of the population, the figure could only have risen in the economically unstable period since. In this context, our advocacy work with State and Federal Governments remains a central undertaking. The Federal Government’s White Paper goal of halving homelessness by 2020 remains a very important policy focus, with an ambitious target.

During the period, we secured an additional 25 Community Aged Care Packages which will be delivered from our western region Community Housing and Support office, bringing our total package count to 439. Accreditation audits of our mixed aged care facilities at McLean Lodge, Williamstown and Port Melbourne were all successfully completed during September 2009: full credit to the hard-working staff involved.

The operational stage of our major research project, generously funded by the J.O. and R.K. Wicking Trust, drew to a close in November 2009. The Wicking Project has had some fascinating outcomes which, with careful consideration, could lead to an extension of the research. The outcomes of the present trial have exceeded our expectations.

Our CEO, Bryan Lipmann AM, has been at Wintringham since Day One; he has been responsible for creating a fantastic welfare company, built on the principles of social equity. Bryan’s expertise and standing was encapsulated in his invitation to join a fully-funded roundtable gathering of 16 homelessness experts from around the world at the Rockefeller Foundation’s Bellagio Centre, Italy, to consider ‘Practice and Policy Innovations: Incorporating Socially Marginalised People in Housing and Communities’ held in November 2009. Important alliances were forged and Bryan reports that these were amongst the most stimulating and reflective sessions of his career.

Of significant and on-going concern to us is the funding shortfall we have...
experienced since the Federal Government replaced the former funding instrument for residential aged care, RCS, with ACFI, a new Aged Care Funding Instrument. This funding tool does not reflect the complex and unique needs of clients with a homeless background. Working with the Department of Health and Ageing to find a sustainable solution is our highest priority for the coming period.

Wintringham’s subsidiary, Wintringham Housing, has experienced a year of extraordinary activity and growth. In August 2009, Housing Association registration was granted by Victoria’s Registrar of Housing. Around the same time, Elizabeth Perez commenced as our General Manager of Housing, and has scarcely drawn breath since! In rapid succession, with the influx of $35 million of Australian Government Economic Stimulus Plan and Victorian Office of Housing funds, redevelopment plans for the Alexander Miller Memorial Homes in Shepparton, Manifold Heights (Geelong), Belmont (Geelong), Benalla, St Arnaud, Maryborough, Euroa, Castlemaine and Ballarat became a reality. In the case of Highton (Geelong), the Alexander Miller Trust purchased a promising tract of land and, through their partnership with us, funding was obtained to construct 34 new units for our client group. In total, 160 units across the state are now in varying stages of planning, renovation and construction. These are significant developments for Regional Victoria; the result of strategic alliances orchestrated between all levels of government, the Alexander Miller Trust and a young and enthusiastic company, Wintringham Housing. Additionally, our Housing arm is nearing the completion of 18 units constructed around the perimeter of the Ron Conn Nursing Home in Avondale Heights. We are justly proud of the housing we build – these units are outstanding examples of our design and construction standards. They will underwrite the independence of residents for many happy years to come.

Wintringham lost a good friend when Professor Warren Hogan died in December 2009. Warren had been an advisor to government, conducting the Review of Pricing Arrangements in Residential Aged Care in 2002–2004, and remained an active and influential figure in the industry. His memory is honoured by us.

As well as congratulating management and staff on another committed year of growth, I would like to acknowledge the substantial input and support of my fellow Board members. This team has worked closely with senior management to set the strategic direction of the organisation.

The best thing about being 21 is that a bright future beckons. We are primed to make the most of it.

Ross Cooke
The Eunice Seddon Home

‘The opening of Eunice Seddon.’ This is an alarming phrase the real, live Eunice Seddon has heard uttered a number of times lately.

Not many of us get to have a hostel named in our honour. Eunice reports that it was a strange sensation when her old mate, Bryan Lipmann, asked her if it was okay if he named the new Dandenong building in her honour. ‘Jeez’, she said, ‘I’ll become famous!’

Sixteen years ago, Eunice came to Wintringham’s Williamstown Hostel from Gordon House. It was a notorious shelter, with tiny rooms, but the position was pretty good. You could venture across the road to Markillies Hotel for a beer and then onwards for a dance. Eunice has always been able to look out for herself and made it her business to keep an eye on a few of the less wily women about the place.

Eunice is now 81 years old. Her own mother lived to 89 and she thinks good genes might take her that far too. She feels that luck is on her side.

Afterall, what could be luckier than having a hostel named after you? She looks forward to the official opening when she knows Bryan will have someone interesting lined up for her to meet. ‘He’s shrewd that way’, says Eunice.

Jack Gash Housing

Independent living units have been built on the land surrounding Wintringham’s Ron Conn Nursing Home in Avondale Heights.

Wintringham has a tradition of naming its buildings after homeless clients who are remembered with particular fondness. An example is our Ron Conn Nursing Home named in honour of Ron, who lived at the Gordon House shelter in South Melbourne in the 1980s when Bryan Lipmann worked there. Ron’s best mate was Jack Gash, who moved to Wintringham’s McLean Lodge in 1993. Ron moved to Gippsland but continued to visit Jack in Melbourne before being persuaded by Bryan to move to Wintringham’s Atkins Terrace in Kensington.

There’s nothing like the experience of homelessness to teach the value of mateship: Ron Conn and Jack Gash could sit and yarn for hours, re-hashing old stories, laughing at shared memories and in general making the most of the human comedy.

It seems fitting, then, that the units around the Ron Conn Nursing Home will forever more be known as Jack Gash Housing. It is our earnest hope that the people living there will find the same pleasure and camaraderie as Ron and Jack found in each other’s company.

Beverley Twyford Hargreaves
Jones Howlett, published author

Bev’s names tell the story of her life. When she was 11 years old she found out she’d been adopted into the Hargreaves family. Much later in life, Bev was able to find out that her biological mother was a Twyford and had named her Noella Jean, a beautiful name she prefers to Beverley.

In 1967, Bev married Alan Jones and had three children. Sadly, it was not a marriage made in heaven and eventually ended in divorce. In 2000 she was living in a set of units in Altona and noticed Allen Howlett about to move in. ‘I called by to make him welcome’, reports Bev, ‘and never left!’ Four months later they were married.

This was a marriage made in heaven but cancer took him only 18 months after their wedding. Despite the sadness, Bev could never regret having added ‘Howlett’ to her name.

Bev lives at Wintringham’s Williamstown Hostel. This year she published a children’s book called ‘Fairies at the Bottom of my Garden’. It features illustrations by some of her talented fellow residents. When she thought of having her name in print, there was no doubt in her mind that all four of her surnames needed to appear on the cover.

[DANDELONG]
Jimmy follows the sun

Earlier this year, the Ron Conn Nursing Home welcomed a new resident by the name of Jimmy – a Scotsman possessed of careful ways and a broad accent. Jimmy was confined to a wheelchair, ambulation no longer a possibility. This didn’t stop him though: with no foot plates in situ he would shuffle both feet along the floor and slowly but surely reach his destination, which was often to the front office to discuss money matters, bank book always tucked securely by his side.

One wet and wild Thursday, Jimmy went missing. He was wearing shorts. The police and the Department were notified, and the search began.

Throughout the night the wind blew hard and the rain crashed down as Melbourne experienced a severe storm. Many staff had been out searching the surrounding areas, along with members of the police who were amazingly diligent and utilised all resources, including a full helicopter air search. Preparations were made for a media alert. As the day stretched out, there was still no sign of Jimmy. The police were in and out of Ron Conn Nursing Home regularly and with each visit our hearts stopped, expecting the news to be bad.

At the end of the day we were all dismayed and depleted. ‘How could this happen?’ ‘Where could he be?’ How could he get anywhere without somebody seeing him?’ After all, Jimmy’s top speed was approximately one mile an hour!

Finally the call came. He had been found. Well, what a relief. ‘Where is he? We’ll come and pick him up.’ No, not quite that simple! Jimmy had been found by the police in Sydney. He had somehow taken an overnight train north and was now waiting to use his freshly purchased ticket to Queensland. Jimmy would not return to Ron Conn – it was Queensland or bust!

Jimmy did continue his journey and headed off in his wheelchair. As luck would have it, one of Wintringham’s Case Managers had recently ‘emigrated’ to Queensland to work for Micah, a homeless organisation in Brisbane. After an emergency phone call to our ex-colleague, Micah quickly put out an alert to their night workers who found a very distressed Jimmy and were able to help him find housing.

What started out as a potential tragedy ended up demonstrating how homeless organisations in different states can work collaboratively.

So, good luck Jimmy! We salute your resourcefulness and determination. Plus, we see your point. Melbourne is too bloody cold.

Julie Richards
Manager, Ron Conn Nursing Home

John Crawford and the Pies

John Crawford is a likeable rogue who lives at Wintringham’s Port Melbourne Hostel. When Julia Gillard, then Deputy Prime Minister, visited the Hostel in January 2009, John famously took the opportunity to bail her up and tell her a thing or two. ‘I barrack for Collingwood’, John announced, ‘and I’ll tell you another thing. I’ve voted Liberal all my life!’

‘Well’, said Julia, unfazed. ‘That’s two mistakes you’ve made!’

Collingwood’s premier fan would treasure the opportunity to correct the Prime Minister. Since their Grand Final win, John has been ceaseless in his efforts to celebrate the supremacy of the Collingwood Football Club. In fact, he has scoured the countryside, travelling from Port Melbourne to Castlemaine and as far as Warrnambool, sporting full Collingwood regalia, sharing the joy and pointing out the error of their ways to anyone foolish enough to prefer another team or, God forbid, soccer or ballet.
'Life is a river of opportunities. If I don’t grab everything interesting, I’ll lose out.
Things will pass me by. The stuff I have is like a river. It flows into my house, and I
try to keep it from flowing out. I want to stop it long enough to take advantage of
it. If I throw too much away there will be nothing left of me...’

Randy Frost & Gail Steketee
Stuff: compulsive hoarding and the
meaning of things.

Hoarding – the hidden disorder

In the second half of 2009, Wintringham received a referral about an elderly
man whose front door was wedged shut by a tower of boxes. With very little
information, apart from a first name and a blank, unsigned referral form,
Wintringham staff went to visit. What we found signalled the beginning of
an amazing and eye-opening look into the world of hoarding. This referral
enabled us to learn more about this debilitating condition, develop our
knowledge and skills in managing it, and begin to focus on creating a
service response that is now best practice and may be duplicated across our
client programs.

What we found inside this home was nothing like we had ever seen before.
As we climbed onto a chair that enabled us to walk down a corridor above
layers and years of accumulated items, we could see no rooms left in the two
bedroom home. Amongst clothing, computers, books and papers, a man’s life
lay before us. To him, every item in this home meant something; a memory,
an interest, a hobby, a future project to work on. In his words, all that had
happened was that he had ‘overcooked things’. Now sleeping in his shower
recess, the only space that was left, this fascinating man slowly but willingly
allowed us into his world to begin assisting him de-clutter and create space,
ultimately working towards saving his tenancy.

Compulsive Hoarding is a pervasive condition, dominating a person’s time,
space and impacting the personal functioning of self and others. It crosses all
socio-demographics, but often comes to the attention of authorities when a
person ages and other areas of their life are affected.

Two behaviours characterise hoarding: acquiring too many possessions and
then having difficulty getting rid of them when they are no longer useful.

Slowly but surely, our staff have developed a new understanding of hoarding.
We’ve recognised that clearing out a person’s home against their will often
lead to great distress and is never the answer. Once the cleaners have gone,
the grief and sadness remain and within time and without the right support,
the home will usually return to a worse state.

Working as a team, our staff have been able to help this man re-establish
a sustainable lifestyle, gradually reordering rooms and, with permission,
disposing of items whose usefulness can finally be recognised as over.
We have learned that persistence, patience and rapport-building are the key
to managing, not ‘curing’, this problem.

Kate Rice
Manager, Community Housing and Support Northern Region
On 29 April 2010, Victoria's Minister for Housing, Richard Wynne, launched the Miller redevelopments with a ‘turning of the sod’ event at the Highton site in Geelong. Pictured with him are Annie Wakeford, Tenancy Management Worker, and Elizabeth Perez, General Manager of Wintringham Housing. The Minister emphasised how pleasing it is to see the good works of Alexander Miller continuing into the future.
Overview
Wintringham has formed an important partnership with the Trustees of the Alexander Miller Estate.

The Alexander Miller Memorial Homes

Wintringham Housing has forged a unique alliance with the Trustees of the Alexander Miller Estate.

Alexander Miller was born in Scotland in 1842 and emigrated as a child to Australia, settling in Geelong. His parents were poor and sought a better life in the colonies. A better life was certainly found by Alexander who rose to become a prominent Victorian businessman, creating the A. Miller chain of drapery stores in Geelong and regional Victoria.

Alexander had a strong social conscience and, as he became wealthier, commenced the construction of quality housing for older people – ‘Homes for the Poor’ they were called. At his death, in 1914, an estate valued at £176,000 was invested in a trust charged with building ‘Alexander Miller Memorial Homes’.

Over the next ninety plus years, many homes were built and Miller’s foresight and generosity had benefited many older Victorians. By the start of this century, however, it was becoming clear that the homes needed to be brought up to contemporary standards for aged care.

In September 2008, Wintringham Housing was selected by the Trustees of the Alexander Miller Estate as their redevelopment and management partner for the Estate’s housing stock, consisting of over 170 units in towns throughout regional Victoria.

Seizing the moment, Wintringham Housing successfully applied for funding through the Federal Government’s Nation Building initiatives and via the Victorian Government’s Office of Housing, in order to re-build and renovate the Alexander Miller Memorial Homes properties. Jointly, $33 million has been committed to ensuring the Alexander Miller legacy continues to enrich the lives of Victorians for generations to come.

From humble beginnings, Alexander Miller was able to contribute a legacy of lasting significance to disadvantaged older people in regional Victoria. Wintringham has also emerged from humble beginnings, 21 years ago, to play a significant role in redressing the disadvantages of older homeless people. Wintringham’s commitment to Miller is to regenerate the trust properties to last another 100 years.
### Housing elderly Victorians in need

Wintringham Housing joins with Alexander Miller Memorial Homes to become a significant provider of housing for elderly Victorians in need.

### Main: The finished vision for Wintringham Housing’s redevelopment of the Miller site in Maude St, Shepparton. These will be top quality units designed to enhance the independence and wellbeing of residents for decades to come.

### Outset: One of the original Miller developments, in Geelong West. (GRS 2009/75 Geelong Heritage Centre Collection).

### Wintringham Housing projects in development

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>ADDRESS</th>
<th>DESCRIPTION</th>
<th>COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avondale Heights</td>
<td>33 Westminster Drive 18 new one bedroom units around the perimeter of the Ron Conn Nursing Home</td>
<td>November 2010</td>
<td></td>
</tr>
</tbody>
</table>

### Alexander Miller Memorial Homes

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>ADDRESS</th>
<th>DESCRIPTION</th>
<th>COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geelong</td>
<td>231 South Valley Road 34 new one bedroom units Highton</td>
<td>Early 2011</td>
<td></td>
</tr>
<tr>
<td>Geelong</td>
<td>4 Malvern Grove Manifold Heights Construction of 6 new and renovation of 8 existing one bedroom units</td>
<td>Early 2011</td>
<td></td>
</tr>
<tr>
<td>Geelong</td>
<td>7 Culbin Avenue Belmont Extensive renovation of 12 one bedroom units</td>
<td>Late 2011</td>
<td></td>
</tr>
<tr>
<td>Shepparton</td>
<td>Maude Street Construction of 32 new one bedroom units and 4 two bedroom units</td>
<td>Early 2011</td>
<td></td>
</tr>
<tr>
<td>Maryborough</td>
<td>6 Havelock Street 9 Campbell Street Extensive renovation of 12 one bedroom units</td>
<td>Mid 2011</td>
<td></td>
</tr>
<tr>
<td>Ballarat</td>
<td>29 Bradbury Street Brown Hill Construction of 14 new one bedroom units</td>
<td>Mid 2011</td>
<td></td>
</tr>
<tr>
<td>Castlemaine</td>
<td>72 Lyttleton Street Construction of 10 new one bedroom units</td>
<td>Late 2011</td>
<td></td>
</tr>
<tr>
<td>Benalla</td>
<td>76-80 Church Street Construction of 10 new one bedroom units</td>
<td>Late 2011</td>
<td></td>
</tr>
<tr>
<td>Euroa</td>
<td>6 Clifton Street Extensive renovation of 8 one bedroom units</td>
<td>Mid 2011</td>
<td></td>
</tr>
<tr>
<td>St Arnaud</td>
<td>2 Howitt Street Construction of 5 new and renovation of 6 existing one bedroom units</td>
<td>Mid 2011</td>
<td></td>
</tr>
</tbody>
</table>
Financial statements

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from operating activities</td>
<td>$19,098,776</td>
<td>$18,145,989</td>
</tr>
<tr>
<td>Other revenue</td>
<td>$787,272</td>
<td>$678,201</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>$19,886,048</strong></td>
<td><strong>$18,824,190</strong></td>
</tr>
<tr>
<td>Employee benefits expense</td>
<td>$15,163,707</td>
<td>$14,216,922</td>
</tr>
<tr>
<td>Finance costs</td>
<td>$79,317</td>
<td>$57,833</td>
</tr>
<tr>
<td>Resident and client services</td>
<td>$2,307,984</td>
<td>$2,257,652</td>
</tr>
<tr>
<td>Property maintenance, utilities and insurance</td>
<td>$1,348,417</td>
<td>$1,303,886</td>
</tr>
<tr>
<td>Administration and other expenses</td>
<td>$674,696</td>
<td>$692,491</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$19,574,121</strong></td>
<td><strong>$18,528,784</strong></td>
</tr>
<tr>
<td><strong>Surplus before depreciation</strong></td>
<td><strong>$311,927</strong></td>
<td><strong>$295,406</strong></td>
</tr>
<tr>
<td>Depreciation on property, plant and equipment</td>
<td>$802,251</td>
<td>$799,050</td>
</tr>
<tr>
<td><strong>Deficit after depreciation and before capital items</strong></td>
<td><strong>(490,324)</strong></td>
<td><strong>(503,644)</strong></td>
</tr>
<tr>
<td>Revenue from capital grants and donations</td>
<td>$4,668,860</td>
<td>$3,575,000</td>
</tr>
<tr>
<td>Wintringham</td>
<td>$18,238,250</td>
<td>$200,000</td>
</tr>
<tr>
<td><strong>Net surplus for the year</strong></td>
<td><strong>$22,416,786</strong></td>
<td><strong>$3,271,356</strong></td>
</tr>
</tbody>
</table>

STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 30 JUNE 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cashflows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash receipts in the course of operations</td>
<td>$20,990,302</td>
<td>$18,799,544</td>
</tr>
<tr>
<td>Interest received</td>
<td>$274,321</td>
<td>$215,255</td>
</tr>
<tr>
<td>Cash payments in the course of operations</td>
<td>(20,034,977)</td>
<td>(18,401,914)</td>
</tr>
<tr>
<td>Borrowing costs</td>
<td>(79,317)</td>
<td>(57,833)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>$1,150,329</td>
<td>$555,052</td>
</tr>
<tr>
<td>Cashflows from investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of non-current assets</td>
<td>$83,739</td>
<td>$52,764</td>
</tr>
<tr>
<td>Payments for property, plant and equipment</td>
<td>(11,632,088)</td>
<td>(3,892,805)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(11,548,349)</td>
<td>(3,840,041)</td>
</tr>
<tr>
<td>Cashflows from financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td>(125,774)</td>
<td>(82,023)</td>
</tr>
<tr>
<td>Proceeds from capital grants and donations</td>
<td>$23,946,281</td>
<td>$3,775,000</td>
</tr>
<tr>
<td>Net (payment)/receipt of accommodation bonds</td>
<td>(821,821)</td>
<td>574,174</td>
</tr>
<tr>
<td>Net cash provided by financing activities</td>
<td>$22,998,686</td>
<td>$4,267,151</td>
</tr>
<tr>
<td>Net increase in cash held</td>
<td>$12,600,666</td>
<td>$982,162</td>
</tr>
<tr>
<td>Cash at the beginning of the financial year</td>
<td>$4,914,445</td>
<td>$3,932,283</td>
</tr>
<tr>
<td><strong>Cash at the end of the financial year</strong></td>
<td><strong>$17,515,111</strong></td>
<td><strong>$4,914,445</strong></td>
</tr>
</tbody>
</table>
## Statement of Financial Position

**As at 30 June 2010**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>17,515,111</td>
<td>5,005,520</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,311,541</td>
<td>1,656,410</td>
</tr>
<tr>
<td>Inventories</td>
<td>48,214</td>
<td>43,398</td>
</tr>
<tr>
<td>Other current assets</td>
<td>109,391</td>
<td>71,777</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>18,984,257</td>
<td>6,777,105</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment property</td>
<td>252,253</td>
<td>253,753</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>38,387,870</td>
<td>27,382,397</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>38,640,123</td>
<td>27,636,150</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>57,624,380</td>
<td>34,413,255</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>3,942,129</td>
<td>2,497,849</td>
</tr>
<tr>
<td>Short-term borrowings</td>
<td>5,052,604</td>
<td>1,221,725</td>
</tr>
<tr>
<td>Short-term provisions</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>9,094,733</td>
<td>3,819,574</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term borrowings</td>
<td>710,143</td>
<td>5,595,917</td>
</tr>
<tr>
<td>Long-term provisions</td>
<td>1,030,615</td>
<td>625,661</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>1,740,758</td>
<td>6,221,578</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>10,835,491</td>
<td>10,041,152</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>46,788,889</td>
<td>24,372,103</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserves</td>
<td>17,473,852</td>
<td>5,853,750</td>
</tr>
<tr>
<td>Accumulated funds</td>
<td>29,315,037</td>
<td>18,518,353</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>46,788,889</td>
<td>24,372,103</td>
</tr>
</tbody>
</table>

---

### Four-year trend

- **Revenue**
- **Assets**
- **Clients in residential care**
- **Clients in community care**
- **Total clients**
- **Total employees**
- **Administration cost as % of turnover**

### Client service segments

- **Residential Care**
- **Community Aged Care**
- **Housing and Outreach Services**
- **Support Services**
What does Wintringham do?

Wintringham is a not-for-profit welfare company founded on principles of social justice. Our mission is to provide dignified, affordable, high quality care and accommodation to frail, elderly men and women who are homeless or at risk of homelessness. We assertively advocate for our client group to State and Federal Governments, as well as in aged care, homelessness, housing and other forums.

Wintringham was created 21 years ago from the conviction that the elderly poor should not have to live and die in homeless persons’ night shelters. Since then, the company’s revolutionary approach to aged care, its forward thinking and its motivating philosophy of ‘Options Dignity Rights’ have made it an international benchmark for action on elderly homelessness.

Our services include:

**RESIDENTIAL AGED CARE**

236 beds (156 low care; 80 high care; 5 facilities – McLean Lodge in Flemington, Port Melbourne Hostel, Williamstown Hostel, Ron Conn Nursing Home in Avondale Heights and the Eunice Seddon Home in Dandenong).

**COMMUNITY CARE**

439 packages (combination of Community Aged Care Package, CACP; Extended Aged Care at Home – Dementia, EACHD; Extended Aged Care at Home, EACH; and Consumer Directed Care, CDC; managed from 4 offices – Seddon, Ascot Vale, Moorabbin and Dandenong).

**OUTREACH**

Assertive outreach and support through programs including Housing Support for the Aged (HSA), Older Persons’ Outreach Program (OPOP), Housing Establishment Fund (HEF), Assistance with Care and Housing for the Aged (ACHA).

**HOUSING**

102 one bedroom independent living units at 3 locations (Atkins Terrace in Kensington; Lionsville in Williamstown; East Bentleigh – 20 owned; 82 managed on behalf of Office of Housing). 2 rooming houses accommodating 9 individuals.

**HOUSING IN DEVELOPMENT**

178 independent living units, predominantly one bedroom (Avondale Heights, Shepparton, Highton, Manifold Heights, Belmont, Ballarat, Castlemaine, Benalla, Euroa, St Arnaud, Maryborough).

**SUPPORT SERVICES**

Research, Clinical Care, Maintenance, Finance, IT, Human Resources departments and a Recreation team providing services for 15 programs.
Appendix 2.
Wintringham
Chief Executive Officer’s message

For 20 years I have written formal Annual Reviews. On this momentous anniversary I hope you will indulge me while I spend some time reminiscing on this quite remarkable journey. Some of my memories include:

• Sitting in the first office of Wintringham, as the sole employee, on the first day of the new company and wondering, “What do I do now!”

• Memories of what it was like to live (and work) in Gordon House, the largest night shelter in Australia. The truly terrifying moments of violence passing seamlessly to ‘random acts of wanton kindness’, as someone once described the way residents often looked out for each other.

• Finding ‘Old Joe’ in one of the tiny Gordon House bedrooms. Unknown to any of us, Joe had been ‘discharged’ – the word that Prince Henry Hospital used when they dumped a homeless client at Gordon House – with two broken arms, both in plaster. Unable to wipe himself after going to the toilet, Joe sat in his gloomy room for three days until we came across him after one of the other residents heard him groaning.

• The frustration and growing anger as we watched old men and women dying at Gordon House, unable to gain access to the aged care system. The reluctance of the church and charitable aged care providers to take our homeless residents remains a scandalous blight on the ethics of the industry.

• Buying the first block of land with money donated by the Brotherhood of St Laurence, on which we built McLean Lodge – named after Pat McLean, an irascible Irishman from Gordon House. The losing bidder was the Office of Housing. (Sweet!) And then a few months later, with Allen Kong our architect, pegging out the shape of the rooms with string because I didn’t know how to read his architectural drawings.

• At about the same time, we took over Lionsville in Williamstown and started to design our Williamstown Hostel on the adjacent land which was next to a cemetery. Concerned about the proximity of the local cemetery and aware how this would challenge the orthodoxy of the day, I door-knocked the residents of Lionsville and asked what they thought about living next to a cemetery. One dear lady told me, “It’s not the dead ones you have to worry about Mr Lipmann!”

• The emotional day when the first homeless residents moved into McLean Lodge in 1993. Armed with fresh undies and a few welcoming cans, a community was created.

• Helping carry Arthur Jepson out of Leo’s bedroom after he had fainted while watching McLean Lodge’s cat Smokey give birth to kittens on Leo’s bed.

• Watching Allen Kong do running star jumps on the Swallow Street site when I told him he would be the architect for that hostel as well as McLean Lodge.

The legacy of Tiny Wintringham

Tiny Wintringham is the portly gentleman with his arms outstretched standing in the doorway of the original Gordon House, a night shelter where he lived during the 1960s.

In 1970, the owners of Gordon House had decided to have the building pulled down because it would be too expensive to make it compliant with fire regulations. Knowing that he, and other long-term residents, would thereby be made homeless, Tiny approached politicians, the unionist Norm Gallagher (leader of the BLF) and newspapers. He made sufficient fuss that the State Government was forced to build another Gordon House for Tiny and his comrades. Tiny was quoted in the newspaper as saying, “Gordon House is a club – it’s essential for many blokes who have otherwise got no hope. But they don’t want assistance from charitable or religious organisations. They want freedom and independence – to be their own men as far as possible.”

Tiny’s success in countering seemingly insurmountable odds continues to inspire the company that was named in his honour and has led Wintringham to begin a tradition of naming its services after homeless people.
Wintringham people

PICTURED 1–4: Elizabeth Ozanne, Peter Bowman, Dot Lipmann, Kelly Jackson

These four people have been chosen to represent the elements that make up Wintringham.

Associate Professor Elizabeth Ozanne has been on our board for sixteen years and represents all the support and guidance given by Board members over the years.

Peter Bowman is one of Wintringham’s original residents, having come from Gordon House when it closed. Peter represents all the residents and clients who have enjoyed Wintringham’s promise of a ‘home until stumps’.

Dot Lipmann represents all the people who have volunteered their time, giving company and affection to people who might otherwise lack both. Dot has been doing this for over 20 years.

Kelly Jackson is one of Wintringham’s original employees, joining the company 16 years ago as a teenager. Kelly represents a group of cherished long-term staff, quite a number of whom have served more than 15 years – Harry Georgalas, Angela Colina, Laureen Hall, Val Lubich, Wendy Palmer and Bev Febey.

• Winning the United Nations World Habitat Award for our Port Melbourne facility – and travelling overseas with Allen and Dot to receive the award. What a buzz!

• Meeting and working with senior Commonwealth bureaucrats like Jane Halton, Mary Murname and Andrew Stuart – all of whom shared the vision of making aged care accessible to the homeless.

• Port Melbourne resident, John Crawford, telling Julia Gillard that he has voted Liberal and barracked for Collingwood all his life. Julia replied, “Well John, that’s two mistakes you’ve made.”

• In 1999 being able to give Ron Conn a room at our new housing services at Atkins Terrace. Ron was a tough old friend from Gordon House who had fallen on hard times. Ron soon developed cancer which he would eventually succumb to. During the two years he battled that terrible disease, Ron ruled Atkins from his bed, receiving visits from friends who gathered from near and far (including his old girlfriend with her husband). Ron went to hospital for only two days in all that time, thereby proving to us that it was possible to create a ‘home until stumps’ – the unofficial Wintringham slogan. Naming our new nursing home in his honour was a very emotional day for many of us who knew and loved Ron.

• Asking ex-Gordon House resident Eunice Seddon if we could use her name for the new Dandenong facility. After some deliberation Eunice said, “Geez – I’m going to become famous!”

• Robert and Cheryl’s disappearance from McLean Lodge which sparked an interstate police search. They were discovered in a motel only a couple of kilometres from McLean a week later. Said Cheryl, “I never let him touch me!”

• Jess doing a runner from Ron Conn Nursing Home, heading off to Western Australia on his electric wheelchair! Our manager, Julie Richards, found him a way down the road with his ‘wheelie’ loaded up with a cask of wine, urinal bottle, and his fishing rod that stood up at the back of the cart like a flag. Traffic was blocked back for more than a kilometre behind him.

• Watching (with enormous pride) young and enthusiastic workers develop into some of the finest managers in the aged care, housing and homeless sectors.

To all of you named and unnamed people who have been part of the voyage – thank you for making it so enjoyable.

Bryan Lipmann AM
CEO
Beginnings
Wintringham was established in 1989 in response to the frustrations of watching elderly homeless men and women die in homeless persons’ night shelters, unable to access mainstream aged care services.

The principles that guided us in those early days are still the ones that we follow today. We believed then, and do now, that the right to aged care services is a fundamental social justice issue and should not be dependent upon a person’s wealth, behaviour or religion.

Wintringham has also argued our clients are ‘aged and homeless’ and not ‘homeless and aged’ and therefore should be part of mainstream aged care funding program and not the relatively poorly funded homeless services system.

The story of Lionsville
In Wintringham’s second year, we brokered a deal with Williamstown Council and the Williamstown Lionsville Elderly Citizens Committee who had developed 48 older persons housing units on a vast tract of Crown land that they were the appointed Trustees of.

After some discussion, it was eventually agreed that Lionsville would transfer ownership of the units to Wintringham together with their bank assets of $960,000. Lionsville also agreed to approach the State Government to have the trusteeship of the Crown Land transferred to Wintringham. For our part, we agreed to take over the management of the units and to build a 60-bed aged care facility on the remainder of the land using the Lionsville cash to fund 30 beds, with the remaining 30 beds to be funded by the Commonwealth.

By 1993 the new facility was built, and in 2002 we commenced, with the Office of Housing, a redevelopment of the housing services. In 2004 this resulted in the demolition of the ageing 48 units and their replacement with 60 new one-bedroom apartments – all for traditional Wintringham clientele.

Pat McLean
For many years Pat lived at Gordon House, a homeless persons’ night shelter in South Melbourne, where he was the president of the residents’ social committee. A big and passionate Irishman, Pat had fought in the British, Indian and Australian armies, but at Gordon House he became the genial friend of both residents and staff.

Gordon House could be a frightening and intimidating place to live or work, and many a time Pat would be found sitting in a corner of the building, with a fortifying glass in hand, providing wise advice to new residents or staff.

Although Pat ruled the residents’ social committee with an iron hand, tolerating no interruptions or deviations from his agenda, he was always quick to confront fellow residents or management on behalf of someone whom he thought had been unjustly treated.

Wintringham’s first residential service, McLean Lodge in Flemington, is named in memory of our friend Pat McLean who died before the building was completed.
Head office

In 1992 an office located at 136 Mt Alexander Road Flemington was offered for sale. It was ideally located close to our McLean Lodge site (not more than 50 metres away) but seemed excessive in space considering the size of Wintringham at the time.

However, when John Wise, the President, re-assured Bryan Lipmann with the comment, “Don’t worry, in 12 months time you’ll be looking for something bigger”, the decision was made. And yes, before long the office was too small!

The office has provided a supportive environment for many Wintringham staff. At various times it has housed staff from teams including community care, housing, outreach, maintenance, clinical care, research, human resources, IT, occupational health and safety, training, rostering and finance just to name a few.

As Wintringham continues to grow, the challenge of finding space for our staff remains, with teams moving from head office to our other locations each time we are bursting at the seams. While at times inconvenient, the need to continually find more office space is a sign that we must be doing something right!

Memo from Dianne Hill to CEO

1993: McLean Lodge Transition Program – the first two weeks

After months of delays the residents were finally able to move in on the 26/5/93. Words fail to describe how I felt when the residents arrived. Tears flowed freely as they wandered around their new home – choosing bedrooms. Most spent the afternoon in the quietness of solitude.

One gentleman, Hans, who initially came for a trial stay, cancelled his room at Gordon House after one night. Eric has been contentedly potting plants and has not had a drink since arriving. Noel describes the other residents as family and takes a great interest in assisting others with shopping etc.

The staff have done a fantastic job. It is very difficult to get the right focus and balance with a multi-skilled type model. It is taking enormous amounts of support to encourage some residents to eat, and maintain personal hygiene. It is also difficult to get residents to give us (personal) information – they are proud and dignified and it will be a while before we truly get to know them.

I think that once we establish a framework, McLean Lodge will be very successful in creating options, rights and dignity and a place that people can call home and enjoy living in.

Snakeman Lash

In 1956, Charlie Lash left Europe and headed to Australia where he settled in a Water Commission workers’ camp in Pakenham Upper where he occasionally helped local farmers clear away troublesome tiger snakes. At 32, Charlie moved to Werribee working at the sewage treatment plant. Here he would capture snakes for the serum laboratories in his spare time.

In 1991, Charlie became a full-time snake catcher and tells many colourful stories of battles between the urban sprawl and its encroachment on their habitat. After the painful, premature death of his wife in 1983, Charlie became depressed and his health declined. Eventually a housing worker referred him to Wintringham. Charlie Lash moved into a beautiful independent living unit at Atkins Terrace where, with the security of a permanent home and ongoing support, he knew he would be appropriately cared for to the end of his days; albeit without snakes.
Robert Atkins’ interesting life

Robert Atkins’ interesting life included many stories often with very different versions. Educated at Melbourne Grammar, his travels found him working on sheep stations in the Longreach area before he returned to Melbourne to work for nearly 20 years with the railways.

Robert had the most bizarre sense of humour and often dressed in a tie and suit that had seen better days. He would be seen with his walking stick that had an old sock on the handle, and a huge Daffy Duck coffee mug.

His endless array of stories of ute rides in Jericho with his tobacco-spitting grandfather, some of which may have even been true, kept us all amused, but his greatest talent was a glorious singing voice which could be heard all over the building. Never needing any musical accompaniment (or encouragement), Robert could belt out a tune that would captivate us all.

His memory is honoured at Wintringham Housing’s Atkins Terrace, opened in 1999.

Port Melbourne

Kelly Jackson was a supervisor at Port Melbourne when it opened. These are some of her memories:

“Prior to the opening I was fortunate to meet with many potential residents before they made their move. To see the conditions some of the residents had lived in was heart breaking at times. Gordon House had closed, and the residents came mainly from low-cost rentals, boarding houses, emergency accommodation and other welfare services.

“To assist the many special people and vibrant personalities make the move to Port Melbourne, and witness many feeling at home for the first time in a long time, was priceless. Many residents felt they didn’t deserve such a lovely environment and took some time to adapt to the life change. It was through the dedication of staff and implementation of Wintringham’s underlying philosophy that residents were able to take ownership of their homes and make them their own.

“Port Melbourne provides such a warm and inviting atmosphere that you really do feel like you are visiting someone’s home and not just a place of residence.”

Why do buildings matter?

Wintringham's founding and enduring values are: Options, Dignity, Rights. People who are homeless struggle to locate any options in their lives, cling to a savagely circumscribed dignity and are excluded from rights that people with a home take for granted.

Wintringham considers the design of all our hostels and housing as primary evidence of our values. The provision of handsome, lockable, well-appointed and consistently maintained units, featuring a mix of private and communal space and landscaped surrounds, enables residents to feel secure, respected, re-connected and at home!

Our architect, Allen Kong, has partnered with us in constructing McLean Lodge, Port Melbourne Hostel, Atkins Terrace Housing, Ron Conn Nursing Home and the soon-to-be-completed Eunice Seddon Home. In 1997, Port Melbourne was the first Australian building to win the prestigious United Nations World Habitat Award. Allen Kong is pictured with Bryan Lipmann in Dubai accepting the award.
Arthur Jepson

At age 73 Arthur has lived a large portion of his life in Flemington. He started his working life as a linesman with the SEC but his love of horseracing, gambling and drinking had lead to an increasingly unstable lifestyle eventuating in him scraping out a tenuous existence in the Gordon House night shelter in the 1970s and ‘80s. Fortunately for Arthur, the night shelter redevelopment led him to move into McLean Lodge. He now lives at our Ron Conn Nursing Home.

As one of the longer standing residents at Wintringham, Arthur still keeps his care staff on their toes and frequently reminds them that it is he who pays their wages! Nowadays Arthur shares a close relationship with his sister, enjoys a surprisingly good level of health and participates in social activities including a regular flutter at the TAB.
Ron Laver was a travelling man having roam across parts of Australia that most of us have never seen and only dreamt about.

Far-off places with exotic names in Western Australia and Queensland drew Ron, who travelled there in whatever transport was available. He remembers going across the Nullarbor Plain in 1953 when the road was just an endless dirt track that had limestone corrugations that shook cars apart, leaving stripped vehicle bodies along the side of the road.

With friends on another trip, he travelled from the mouth of the Murray River to its source, and then for good measure, did the same with the Darling River.

He remembers seeing people in Wilcannia burn down an aboriginal humpy for amusement. The sight upset him so much, that later that night he and his friend stole the culprits’ car and ran it into the river. He told us later that it was, in fact, the local police car!

Ron’s old leather jacket still hangs over the visitors chair in Bryan Lipmann’s office.

Recreation (Wintringham style)

Wintringham’s recreation program is based on individual needs and empowering formerly homeless people to achieve their personal goals.

Ron Giles had not shown much interest in any of the activities that other residents were enjoying, but did mention to a recreation worker that he would like to walk around a golf course.

Together they identified a local course and how to get there using public transport. At the end of a practice run, Ron knew his way around the course and how to get there independently.

After a few visits, Ron borrowed a club and a ball from the clubhouse. Within a few weeks he was hitting a ball along the fairway and eventually saved enough money to buy a few sticks of his own.

Back home a couple of other blokes asked Ron if they could join him. After a while Ron grew tired of the others borrowing his clubs and told them to get their own, which they did, and together they played every week.

That recreation worker who empowered those guys to organise their own recreation was Danny Stevens, who is now our Williamstown Hostel manager.

My mate Ron

Ron Laver was a travelling man having roam across parts of Australia that most of us have never seen and only dreamt about.

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Ron’s old leather jacket still hangs over the visitors chair in Bryan Lipmann’s office.

Community aged care services

At Wintringham’s very inception, the need to fund, staff and support community outreach programs was seen as essential to caring for vulnerable elderly people.

Wintringham today delivers over 400 Community Aged Care Packages and a wide range of other State and Commonwealth funded community based aged care services to homeless or at-risk men and women.

Wintringham’s housing and community programs are cooperatively structured in such a way that specialist housing staff acquire an understanding of community and aged care based issues and specialist CACP staff acquire knowledge and a skill-base in housing and homelessness issues.

Our packages are delivered to ensure that clients who are often the most resistant to care are the first to be offered services. Outreach support uses assertive outreach to proactively identify and link older persons with unmet complex needs who are homeless, or at housing risk, to appropriate services, including more suitable housing if required.
**Stumpy**

Stumpy described himself as ‘a little Aussie battler’. He grew up in the Brunswick area racing pushbikes at the same club as his two brothers. Stumpy married a young woman from Kensington and provided for her and their daughter, who he adored, by driving delivery trucks and taxis between managing petrol stations. The daughter was five years of age when his wife left him for his best man.

This was the first of a string of unfortunate circumstances that led to Stumpy moving into Gordon House. During the seven years Stumpy lived at Gordon House he often considered writing a book. Stumpy said, “I would have called the book ‘The Epitome of Poverty’. It would have described living in a small cell-like room amongst standover men, junkies, prostitutes and violence.”

Stumpy lived with Wintringham, until his death in 2007, with his good friends at Atkins Terrace, playing cards, watching TV and enjoying the occasional shandy on a hot day. A great bloke sadly missed.

**Rickshaw**

Jim had always enjoyed riding a bicycle. When his Parkinson’s disease started to prevent him from riding, recreation staff worked to keep him cycling. An occupational therapist and a qualified Bike Ed instructor developed strategies that would keep Jim on a bike. With these in place, he was able to continue riding for another couple of years.

Jim’s condition deteriorated to the point he could no longer ride or walk and eventually was restricted to a wheelchair. Recreation staff brainstormed on how they could keep Jim’s love of cycling alive and keep the ‘wind in his hair’. They came up with the idea of a rickshaw, or Tuc Tuc. A specially modified rickshaw was purchased outright by the members of the Wintringham Board and Senior Executive.

Jim’s love of the rickshaw was infectious. It wasn’t long before he had to share it with other residents at Ron Conn Nursing Home and now Port Melbourne staff have announced that they have raised enough money to purchase their own rickshaw!

**White Paper**

Wintringham has argued consistently for 20 years that the elderly homeless have the same rights as any Australian citizen to access quality aged care services. For that reason Wintringham has never applied or accepted money from the homeless service system. Our clients and residents are elderly and therefore should be part of aged care services.

Moving out of homeless funding programs and into the aged care sector has brought its own set of problems however, most notably that the Aged Care Act was never designed with homeless people in mind.

In order to access aged care funding we developed relationships over the years with a range of senior bureaucrats and Commonwealth Government Ministers. However, we always believed that a structural solution to this piece-by-piece approach was to amend the Act to include the elderly homeless as a Special Needs Group. The Rudd Government’s White Paper on Homelessness provided Wintringham with the opportunity to make that change.

This decision made by the Rudd Government with the active support of Ministers Justine Elliot and Tanya Plibersek is undoubtedly the most important policy change to impact on the elderly homeless in the past 20 years.

The elderly homeless now, as a matter of right, can access aged care services.

---

**2001**

- Introduction of 3 months paid parental leave for Wintringham staff. By 2009 this leave will have been taken 44 times with all but 2 staff returning to work

**2002**

- Further expansion of Wintringham CACP program results in purchase of an office in Seddon

**2003**

- McLean Lodge redeveloped
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A housing story

As a young man, Brian Martin recalls arriving in Australia onboard an ocean liner that glided into Sydney Harbour. His family eventually settled in Melbourne's western suburbs at a time when a man could get a job just by walking around Footscray and chatting to managers when they popped out on lunch breaks. The life story that led to Brian living alone in a cramped, rowdy rooming house is one that is not readily shared. Behind those intense blue eyes is a past that he would rather forget – he certainly was not happy. Then Brian got lucky and moved into his own unit at Lionsville Village.

Affordable rent has allowed Brian the luxury of an occasional roast beef dinner, which he cooks in his immaculately kept home adorned with regalia, indoor plants, certificates of musical achievements and personal artwork. A vegetable patch is discernable in his back garden. Brian loves the social atmosphere and found friendship among fellow residents. Although not frequently required, Brian feels safe in the knowledge that he can contact the Support Worker at Lionsville who will assist him with any issues of concern.

Cowboy Kevin

Kevin (Cowboy) Russell had come to the Ron Conn Nursing Home on a referral from our community program. He was having difficulty living at home and was deemed to be unsafe with his oxygen requirement and smoking habit!

He was not really happy to leave his previous home, and a guardian helped the transition.

Kevin said he had many different jobs in his life but his favourite time was when he worked the rodeo. Apparently he was pretty handy with horses.

Kevin had not been out of his room in the three months he had been at Ron Conn and we had a visiting animal farm in the car park as a recreation activity. Manager Phill Goulding tried to persuade Kevin to go out to the car park as he knew Kevin would enjoy the different animals.

As always Kevin dug in and said, ‘No’.

Not to be defeated, Phill brought a horse to Kevin!

Why work at Wintringham?

At a time when the aged care industry laments its inability to attract and retain employees, Wintringham seems to be bucking the trend with very low staff turnover rates (at times less than 11% p.a.) and a workforce and management age that is relatively young.

Part of the attraction is undoubtedly the conditions which include fully-paid three-month paternity leave (since 2001), $500 cash service award after five years of continuous service, access to long-service leave after seven years, family flexible hours and flexible leave, supported professional development, holiday camps, funded staff functions and Christmas hampers.

But more importantly, it is the sense of accomplishment that we can give our staff. To work for a social justice organisation that works for people whom most in the aged care sector have refused to assist, and to participate in a process of empowerment that works for both client and staff member, is to achieve a sense of doing something worthwhile.

There is also the very real prospect of advancement. Of the 19 senior managers at Wintringham, 12 are ‘homegrown’.

Indeed for many of our staff, Wintringham will be their last, and for some of the younger ones, only employer.
Love is in the air

On 2nd June, 2007, Wintringham shared the joy of a new beginning for Bob Chudleigh and Bev Howlett who celebrated their engagement at Wintringham’s Williamstown Hostel. Their engagement party was attended by residents and staff from all over Wintringham.

Bev, the adopted daughter of a milliner and a highly sought after chicken sexer, was born and raised in Footscray. She worked as a showroom demonstrator for the Lan-choo Tea Company.

Bob, the son of an income tax assessor in the UK, moved to Australia at the age of 16 and held numerous jobs including farm hand, shearer, fisherman, painter and finally, interstate truck driver.

The moment Bev entered Wintringham’s Williamstown facility with her beloved dog Ralph, for respite care, she knew that this was where she wanted to stay. By contrast, Bob did not initially have high expectations that his life would improve at Wintringham, but within weeks he was feeling more optimistic. He purchased a budgie for his room and met a wonderful lady.

The Wicking Project

The Wicking Project trialled a specialised model of residential care specifically designed to support a group of older people (aged 50+ years) with a history of homelessness, financial disadvantage and complex care needs as a result of alcohol-related brain injury (ARBI). People with this level of disability usually end up either in a locked psychiatric ward or homeless.

Wintringham was convinced we had the expertise and experience within our work force to care for these people and was able to secure a $1m research grant from the Wicking Trust to trial a new model of care.

Although initially aimed at establishing alternative long-term care solutions for people with complex needs, what eventuated was a highly successful transitional model in which participants were empowered to ‘step down’ to the standard care of specialist service providers such as Wintringham. The Project’s outcomes have provided evidence that will make a significant contribution to improving the quality of life for people with severe behavioural disturbances and to closing an identified gap in the current service system.

Miller Homes

Alexander Miller (1842-1914) was a Scottish immigrant who, after only minimal formal education, became a successful retailer in Central Victoria. When the family inherited £100 from Alexander’s maternal uncle, he started a drapery business in Pakington Street, Geelong West. From the 1880s Miller extended his business interests to other country towns, becoming an initiator of the chain-store concept in Victoria.

Although a self-effacing and an exacting employer, Miller established a Trust devoted to the construction of homes for the poor in regional Victoria. Wintringham Housing recently won a tender to enter into a partnership with the Trust to redevelop and manage the housing portfolio. Using the existing asset base as leverage, Wintringham Housing has secured over $30m from Commonwealth Nation Building and the Victorian Office of Housing to continue the legacy of Alexander Miller.

Annie Wakeford, who is our tenancy worker in the Geelong region, is pictured with Pat Weston who has lived for nine happy years at Miller’s Manifold Heights Geelong units.

2007
- Extended Aged Care in the Home packages (EACH) commences
- Further expansion of our CACP program results in purchase of an Ascot Vale office
- Dandenong CACP services commence

2008
- Staff numbers: 350
- Wintringham Housing Limited incorporated
- Wintringham CEO receives Aged and Community Care Australia national award
- Land for Eunice Seddon Home purchased

2009
- Wintringham Housing wins Miller Trust tender
- $32m from Nation Building and State Government for housing
- Wintringham achieves first consolidated EBA for aged care sector
President’s message

I hope that in reading this special 20-year commemorative edition of our Annual Review you gain a sense of all the energy and excitement that has characterised Wintringham’s first 20 years. There have certainly been struggles involved but, overall, the company’s growth and success has been in every way exceptional.

Central to the enterprise is Bryan Lipmann. It has been his vision and drive animating and infecting all of us. His persistent appeals to government – successful because credible – have underwritten the funded growth of Wintringham’s services. Believe me, his singular determination to change the plight of elderly homeless people is a force to be reckoned with!

The Rudd Government’s White Paper on Homelessness was released in December 2008. No Australian Government has ever put such a clear emphasis on the scourge of homelessness. Its directives, most significantly the decision to legally define the elderly homeless as a special needs category under the Aged Care Act, will have lasting ramifications.

As part of the White Paper announcements, Acting Prime Minister Julia Gillard presented Wintringham with a much needed capital grant of $3m for our new and much anticipated Eunice Seddon facility in Dandenong. During the year, many of our existing facilities and community offices have gone through the onerous accreditation process. All have passed with flying colours – a testament to the quality and hard work of Wintringham staff.

Wintringham Housing, which was registered as a Housing Association in August 2009, has been successful in establishing a formal relationship with The Alexander Miller Estate, a charitable trust that was established in 1914 and owns property in Geelong and regional Victoria. Wintringham Housing will renew and manage properties owned by the Estate on a long-term lease basis.

A capital funding grant was secured from the Office of Housing for the construction of 18 one-bedroom units on land surrounding the Ron Conn Nursing Home. This development will be completed in the 2010 financial year.

The anniversary has given us an opportunity to re-assemble elements of our past in this booklet – an important exercise because it re-affirms our bearings, showing us that the work we do is needed, makes a difference and is not over. Indeed, we pause only momentarily before plunging into a future full of possibilities for even more significant outcomes.

Finally, I thank my fellow Board members. Together we form a diverse and robust group who take our roles very seriously and enjoy them very much.

Ross Cooke
President

Board members

Mr Ross Cooke: President
Dr Sue Rosenhain: Vice-president
Mr Jeff Gole
Ms Netty Horton
Mr Bryan Lipmann AM
Ms Emily Grant
Associate Professor Elizabeth Ozanne
Mr Howard Ronaldson
Mr Mark Stewart
Mr David Coombes appointed 7 October 2008

On 18 May 2009, Australia’s Prime Minister, Kevin Rudd, paid us an unscheduled visit. He is pictured with Lee-Anne Diano, Manager of Wintringham’s Port Melbourne Hostel.
### Financial statements

#### BALANCE SHEET
**AS AT 30 JUNE 2009**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>5,005,520</td>
<td>4,235,635</td>
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<td>Trade and other receivables</td>
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<td>Inventories</td>
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<td>Other current assets</td>
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<td><strong>Total current assets</strong></td>
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<td><strong>Non-current assets</strong></td>
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<tr>
<td>Investment property</td>
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<td>Property, plant and equipment</td>
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<td>25,921,542</td>
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<td><strong>Total non-current assets</strong></td>
<td><strong>27,636,150</strong></td>
<td><strong>26,176,795</strong></td>
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<td><strong>Total assets</strong></td>
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<td><strong>31,766,733</strong></td>
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<tr>
<td><strong>Current liabilities</strong></td>
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<tr>
<td>Trade and other payables</td>
<td>2,497,849</td>
<td>3,810,743</td>
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<td>Short-term borrowings</td>
<td>1,221,725</td>
<td>1,035,301</td>
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<td>Short-term provisions</td>
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<td>100,000</td>
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<td><strong>Total current liabilities</strong></td>
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<td><strong>4,946,044</strong></td>
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<tr>
<td><strong>Non-current liabilities</strong></td>
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<tr>
<td>Long-term borrowings</td>
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<td>Long-term provisions</td>
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<td><strong>Total non-current liabilities</strong></td>
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<td><strong>Total liabilities</strong></td>
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<td><strong>Net assets</strong></td>
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<td><strong>21,100,747</strong></td>
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<td><strong>Equity</strong></td>
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<td>Reserves</td>
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<td>Accumulated funds</td>
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<td>15,480,693</td>
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<tr>
<td><strong>Total equity</strong></td>
<td><strong>24,372,103</strong></td>
<td><strong>21,100,747</strong></td>
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INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2009

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
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</thead>
<tbody>
<tr>
<td>Revenue from operating activities</td>
<td>18,145,989</td>
<td>16,453,578</td>
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<td>Other revenue</td>
<td>678,201</td>
<td>755,391</td>
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<td>Total revenue</td>
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<td>Employee benefits expense</td>
<td>14,216,922</td>
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<tr>
<td>Finance costs</td>
<td>57,833</td>
<td>73,866</td>
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<tr>
<td>Resident and client services</td>
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<tr>
<td>Property maintenance, utilities and insurance</td>
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<td>1,101,424</td>
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<tr>
<td>Administration and other expenses</td>
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<td>676,676</td>
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<tr>
<td>Total expenses</td>
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<td>16,620,836</td>
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<td>Surplus before depreciation</td>
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<td>588,133</td>
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<tr>
<td>Depreciation on property and plant and equipment</td>
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<td>792,688</td>
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<td><strong>Deficit before capital items</strong></td>
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<td>(204,555)</td>
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<tr>
<td>Revenue from capital grants and donations</td>
<td>3,775,000</td>
<td>2,162,500</td>
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<td><strong>Net surplus for year</strong></td>
<td>3,271,356</td>
<td>1,957,945</td>
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</table>

CASHFLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2009

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cashflows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash receipts in the course of operations</td>
<td>18,799,544</td>
<td>17,667,064</td>
</tr>
<tr>
<td>Interest received</td>
<td>215,255</td>
<td>201,513</td>
</tr>
<tr>
<td>Cash payments in the course of operations</td>
<td>(18,401,914)</td>
<td>(16,802,288)</td>
</tr>
<tr>
<td>Borrowing costs</td>
<td>(57,833)</td>
<td>(73,866)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>555,052</td>
<td>992,423</td>
</tr>
<tr>
<td><strong>Cashflows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of non-current assets</td>
<td>52,764</td>
<td>106,523</td>
</tr>
<tr>
<td>Payments for property, plant and equipment</td>
<td>(3,892,805)</td>
<td>(1,311,273)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(3,840,041)</td>
<td>(1,204,750)</td>
</tr>
<tr>
<td><strong>Cashflows from financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td>(82,023)</td>
<td>(27,240)</td>
</tr>
<tr>
<td>Proceeds from capital grants and donations</td>
<td>3,775,000</td>
<td>2,162,500</td>
</tr>
<tr>
<td>Net receipt of accommodation bonds</td>
<td>574,174</td>
<td>262,761</td>
</tr>
<tr>
<td>Net cash provided by financing activities</td>
<td>4,267,151</td>
<td>2,398,021</td>
</tr>
<tr>
<td>Net increase in cash held</td>
<td>982,162</td>
<td>2,185,694</td>
</tr>
<tr>
<td>Cash at the beginning of the financial year</td>
<td>3,932,837</td>
<td>1,746,589</td>
</tr>
<tr>
<td><strong>Cash at the end of the financial year</strong></td>
<td>4,914,445</td>
<td>3,932,283</td>
</tr>
</tbody>
</table>

Four-year trend

Client service segments

- Revenue
- Total employees
- Clients in community care
- Total clients
- Clients in residential care
- Assets
- Administration cost as % of turnover

Residential Care
Community Aged Care
Housing and Outreach Services
Support Services
Donation form

I would like to make the following donation to Wintringham’s work with the elderly homeless:

Name

Address (optional)

Telephone (optional)

Email (optional)

Amount $  

Payment by cheque

Payment by credit card

Visa  Mastercard  Bankcard  Diners Club

Card number

Expiry date

Cardholder name

Cardholder signature

For income tax purposes, gifts of $2.00 or more to Wintringham are an allowable deduction under the provisions of sub division 30-B of the Income Tax Assessment Act 1997.
Supporting Wintringham

A small but noticeable part of Wintringham’s annual operations budget comes via donations from individuals and organisations.

Donations can be attributed to the general budget or a specific event or item, such as an outdoor bench or even a transport van.

Please be assured that donations of any amount are always handled in confidence unless particular acknowledgement is required.

Use the form on the reverse side of this flap should you wish to make a donation to Wintringham.
Wintringham

ABN 97 007 293 478

Wintringham Housing Limited

ABN 84 129 707 937

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Appendix 3.
Wintringham Independent Living Units, Highton, Geelong, Victoria

Wintringham Independent Living Units new and restored, Manifold Heights, Geelong, Victoria
Wintringham Independent Living Units, Shepparton, Victoria

Wintringham Eunice Seddon Residential Aged Care facility, mixed low and high care, Dandenong, Melbourne
Wintringham Eunice Seddon High and Low Care Aged Care Facility, 2010

32 Potter St, Dandenong, Melbourne, Australia

Designed by Allen Kong Architects

Addresses health, environmental and social issues in relation to the conventional aged care buildings

• Planning for Climate Change
  Climate Change is the Melbourne region is predicted to have:
  o Increased average summer temperatures longer dry spells
  o Reduced total rainfall
  o Increased rainfall during storm events
  o More extreme weather events
  o More dry days

Site

The site is located on public transport route and close to commercial centre and neighborhood shopping gives options for independent connections to local services for those who are still independent.

• Social Connections Sustainability
  o The site is well connected
  o Close to shops
  o Close to public transport
  o Close to parks

• Use of site /Shared with Wallara
  o Project provides multi use facility with Aged Care for Homeless and Wallara - long term independent and supported accommodation for younger people with a disability

• Flood Mitigation
  o The site was subject to flooding not because it was in a water course but because its existing storm water systems were currently undersize and vastly undersized for the predicted change in rain fall patterns predicted by Climate Change Models.
  o The site was subject to overland flow flooding from the adjacent park.
  o The existing drainage system that was in an easement across the site undersized for the overland flood events
  o The street drainage was undersized for the change in hard surfacing in the catchment suburbs.
As a result the project responded by creating a flood wall to divert the overland flow around the site.

- This was part funded by local council.
- Additional storm water retention systems were laid in the public walkway adjacent to the site to reduce the impact of the flooding.
- On site water retention system to avoid overloading the city drainage system.
- New flood simulations were commissioned to give a computer modeling of the predicted flooding under a variety of rainfall scenarios over 1 in 20 year flood event to 1:100 flood event with various levels of rain intensities.
- The flood mitigation measures were required to not adversely impact on any of the adjacent properties.
- The buildings were then set above the predicted 1:100 year flood levels.

### Demolition

- Feature existing trees were retained.
- Materials were salvaged and recycled.
- Concrete bricks and clean rubble was separated and delivered to recycling depot.
- This is due to the commercial benefits in the commercial contracting. This was equivalent process to the “green demolition” contractors.
- Original Heritage house on site was retained.

### Architecture

#### Approach to Design

- Retaining and reusing the existing house as part of the heritage and use of material value of the building retains the energy value of the building.
- Construction was directly managed to give best control of the costs of the project to best retain and reuse the building.
- The New Buildings on site are a series of building connected by verandahs and breeze ways.
- Simple construction systems for easy of adaption and modifications.
- Adopting a Long life loose fit principle in that even though an all the buildings in the project have a severe number of Building code regulations and health regulations the building design is...
able to reduce all these requirements and reduce these to deceptively simple series building.
 o There fore it could be adapted: other types of accommodation and uses which may not be contemplated with a more conventional nursing home form.

• Response to Climate Change (Increase in severe weather events)
  o Large undercover areas
  o Large roof areas for rain fall collection
  o Protected outdoor undercover areas. The simple roof forms allow for adjustment of the balance of light and shade ventilation and protection from weather depending on needs.

• Indoor outdoor facility
  o This means that all circulation is by means of verandah or other unenclosed covered areas. This is a key aspect which allows many beneficial environmental, social and health outcomes.
  o The client group tend to smoke and need undercover out door areas to do this
  o Defensible space
  o The veranda space gives a separation of the residents from each other in a way that double loaded corridors do not – Increase in Architectural depth between residents rooms increases the social interaction between residents
  o Double Loaded Corridors
  o It has been shown that students who live in situations where their bedrooms open to double loaded corridors tend to be less likely to participate socially and more likely to retreat to their rooms. This is in itself an OK coping mechanism but can lead to isolation and other negative side effects. This sort of behavior has been also typically observed in conventional Nursing Homes
  o Natural Ventilation: the unenclosed spaces around bedroom areas allow for good natural ventilation in the rooms with cross ventilation with windows on at least two sides
  o Natural lighting: this also allows for good natural ventilation reducing the effect of glare that is created when a room has one window usually opposite the door to the room; such that even when the room has a large window it will still appear dark upon entering – creating the urge to make windows larger.
  o Increases the connection with garden areas and planting
  o Reduced internal areas: The open circulation systems reduces the fully enclosed footprint of the building and therefore
reduces the material content of the building, reduces the conditioned/heated cooled space, reduces the maintenance of the buildings.

- **Gardens**
  - The open indoor outdoor allows greater connection with garden areas
  - Garden areas have many documented benefits for everyone; particularly documented is the increase in healing rates of patients in hospitals when they have views to garden areas from their wards.

- **Social Outcomes Sustainability**
  - A place to call home for home less people

- **Management Outcomes**
  - Increased social control of the residents reduces the effect of crowding and reduces the aggression.
  - Options of seating in sunny outdoor areas

- **Health Outcomes**
  - What of the residents who cannot easily modify their temperature? How do they fare with out air conditioned corridors between the bedroom and the living rooms?
  - The benefits of having connection with the outdoors and being able to get there independently has many improvement in mental and physical health.
  - Feeling of competency in the environment
  - Feeling a part of the wider world
  - Being exposed to a wide array of stimulation -Such as bright sunshine
  - UVB – residents tend to seek out the sunny sheltered places to sit – even on cold days.

  [http://www.abc.net.au/catalyst/stories/s805444.htm](http://www.abc.net.au/catalyst/stories/s805444.htm)

  - The group at greatest risk because they never get out into the sun are the residents of nursing homes. Almost all of them are deficient.
  - Prof Phillip Sambrook “in Sydney about 90% of women and 805 of men in hostels and nursing homes are Vitamin D deficient.”
  - UVB and its connection with Vitamin D give huge array of benefits:
    - Lowers risk of cancer
    - Lower blood pressure
    - Lower risk of diabetes
    - Increased bone health
- Reduced risk of bone fractures
- Increase Muscle strength
- Reduced depression

  - Other benefits of bright light
    - Mood lifting
    - Get out of bed earlier (Dr Lieverse SMH JAN 5th 2011)
    - Improved circadian rhythm
    - Improved sleep patterns

**Building Material and Technology**

- **Mitigating Climate Change - Reduced** Green house gas footprint of the Building in running and construction.
  - Use of material with low embodied energy.
  - Timber building on steel screw piles with timber beam and joist system and ply wood flooring, timber wall cladding and steel roofing.
  - Low embodied energy using timber products
  - Reduced CO2 minimize the use of concrete
  - Timber product create a Carbon sink locking up carbon in building structure
  - Recycle able at the end of building life. Non toxic
  - Access Space above and below for access to services and adaption and retrofitting

- **Insulation**
  - The internal areas are well insulated floor wall and ceiling
  - Windows are timber framed double glazed units
  - Doors and windows are gap sealed

- **Plantation timbers**
  - Laminate Veneer Lumber: for structure gives efficient use of timber. Laminated into members that are more efficient than solid timber
  - Treated Pine: Plantation timber

- **Radial sawn timbers**
  - Locally sourced farmed hard wood forests
  - Managed forest Radial sawn timber efficient use of timber log to produce less waste in the milling process.
  - Local company

- **Natural Lighting**
• Open style building gives great access to natural lighting reducing the need to have artificially lit spaces during the day time.

• Ventilation
  o Open style building give great natural ventilation reducing the need for mechanical ventilation – especially good aspect for Nursing homes which can have unpleasant odours.

• Heating and Cooling
  o Evaporative cooling provided for the common lounge and dining areas. This has low energy use and effective since the doors in these areas are often open or kept open through the day.
  o Reverse cycle provided in some lounge areas and office areas for the extreme heat days for residents to retreat to.
  o There are procedures in place for the extreme heat days for staff to manage both the building and the residents – closing the building down and keeping the residents hydrated.
  o Ceiling fans for other areas.
  o Melbourne weather makes it very tricky to create passive buildings as there are rapid fluctuations in temperature - thee seasons in one day.
  o Hot days with a small diurnal temperature range which reduces the effect of night time purges.
  o One approach is to rely on mass to even out the changes however budget constraints removed this option - instead heavily insulated light weight allows for rapid change in temperature with small heat storage allowing the building to cool rapidly after a hot day and requires little heating to keep the small space warm.
  o The planning layout required to make the Facility function allows for few areas to have optimum solar orientation. This has been achieved when possible. As a result there is little beneficial solar gain through bedroom windows which is useful for building with thermal mass.
  o The management acknowledge that there will be extreme ends of weather effects either hot or cold windy rainy. The building does not flatten all the weather effects and staff and residents increase their range of tolerance. As a result there are a few difficult days summer and winter but the advantages for the remainder of the time far out weighs the inconvenience.

• Rainwater harvesting
Weather Data from the nearest weather station was used to for rain fall calculations

The figures were calculated in line with the climate change prediction of reduced rain and increase storm intensities.

The capacity of the rain water tanks allow for enough water to supply:
  - Reuse for WC flushing
  - Use for garden Irrigation
  - When annual rainfall is at a rate 15% less than the lowest on record in the last 10 years.
  - Funded by south east Water Authority

We have experienced already some 1:100 year events which has resulted in testing of the over flow and retention systems. These have been adjusted accordingly.

- Laundry water is reused within the washing system
  - All laundry is done onsite with water efficient machines resulting in significant water savings

- Solar panels installed to:
  - preheat the domestic gas boosted water prior to use
  - Hot water is one of the largest users of power in a facility
  - Gas boosted solar produces the lowest Co2 and the lowest running costs (SEAV)
  - Reduces the Co2 production