



wentworth
community housing

Looking forward

ANNUAL REPORT 2020





wentworth
community housing



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Our Purpose, Our Community, Our Values, Our Intent



Our Purpose

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

Our Community

We are strongly committed to Western Sydney and surrounds and proud of our origins in the Hawkesbury, Nepean and Blue Mountains area. We will expand where we can develop strong community connections and effective partnerships across the spectrum of housing need.

Our Values

Respect

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

Integrity

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

Compassion

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

Acknowledgement of Country

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

Our Intent

We improve tenant experiences

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

We build communities

Building resilient communities which enable local leadership and participation.

We create housing solutions

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

We reduce homelessness

Delivering innovative and sustainable solutions for resolving and preventing homelessness.

We build organisational capacity

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

About Wentworth

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

Our work reaches across the full spectrum of housing need from homelessness services to social and affordable housing options, as well as innovative housing initiatives and community projects.

Tenant and client wellbeing are at the forefront of our work at Wentworth. We ensure that when a person or family is housed, their home is comfortable, safe and secure. We provide support for people to sustain their housing and provide people with the connections to fully participate in our communities.

We are committed to increasing the supply of affordable housing across Western Sydney and surrounds and will expand where we can develop strong community connections and effective partnerships.

Wentworth's growing portfolio of housing stock includes the management of social housing properties across Western Sydney and Lithgow. Most of these are located in the Penrith, Hawkesbury, Blue Mountains and Blacktown Local Government Areas. We are also committed to delivering more affordable housing and have developed properties in Penrith, Blue Mountains and The Hills areas. On 1 April 2020, we integrated with Lithgow Community Housing, extending our reach and services beyond the Blue Mountains.

Our history

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

Our services today

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

- **Social housing** for low income people eligible under Housing Pathways.
- **Affordable housing** for those on low and moderate incomes needing to live near where they work.
- **Supported housing** for those who are experiencing long-term homelessness.
- **Case management services** to prevent homelessness, rehouse people and support them to sustain their housing.
- **Information and referrals** through working with non-government and government services to help people access the supports they need.
- **Community participation** initiatives to support clients to access training and employment opportunities and be active members in their community and local area.



Affiliations and Accreditations

Tier 1 Accreditation with the National Regulatory System for Community Housing

Member of the Community Housing Industry Association, PowerHousing Australia and the Australasian Housing Institute

Member of BlueCHP (until resigning our membership on 7 April 2020)

Member of Western Sydney Business Chamber

Member of the Urban Development Institute of Australia (NSW)

Member of Western Sydney Community Forum

Wentworth joins forces with Lithgow provider



“Keeping the office here with a familiar face that tenants can come in to see is really important. I’ve got a good rapport with all our tenants, landlords and contractors. Some of them I’ve known since the 90s.”

BEV – CLIENT AND COMMUNITY PARTNERSHIPS MANAGER (LITHGOW)

Bev Wiggins knows the importance of community housing more than most. Today, she works as Client and Community Partnerships Manager (Lithgow) at Wentworth. But when she began her journey in community housing 25 years ago, she was in a very different role.

“I started off as a tenant of the Lithgow Community Tenancy Scheme in 1985. When I was allocated my Department of Housing property and got into a house, I stayed on and helped as a volunteer. Then I went onto the committee and became treasurer. I’m still here, all these years later because I enjoy working here.”

In April 2020, Lithgow Community Housing integrated with Wentworth under the Wentworth Community Housing banner. Bev says the Lithgow-based provider proposed the merger with Wentworth in order to create more housing opportunities for those who needed them.

“We wanted to merge so we could grow and get more properties – so we could help more people. There’s a fair bit of homelessness around here and people sleeping rough because there are few reasonably priced rentals.”

Wentworth Chair, Ken Gilbert, says the integration made perfect sense, given the two organisations shared such similar values and objectives.

“We both have a vision of providing secure and affordable housing and services to the community. Tenant and client wellbeing are at the forefront of our work.”

The Lithgow Community Tenancy Scheme was started in 1983, then was renamed Lithgow Community Housing in 2000 and became a non-profit housing association managed by a community-based board. Like Wentworth, the organisation provided housing for people on low to moderate incomes and put tenants in touch with the services they need to sustain their tenancies. After starting out with eight homes, by 2020 the organisation managed 59 homes in the Lithgow area. Bev is looking forward to seeing that number continue to grow.

Bev says she is excited by the opportunities the integration with a larger organisation will provide to both her tenants and team members. But while the name on her office window may have changed, the service she provides to those in her community in need of housing support will not.

While COVID-19 has made the integration more complicated than it might otherwise have been, Wentworth is looking forward to working with Bev and her team to provide more homes and support services to people who need them.

Chair's report

I have been honoured to serve as the Chair of Wentworth for the last year. It has been a year where we have seen some major achievements, while also addressing some significant challenges in Wentworth's mission to provide secure and affordable housing for those most in need in our community.

Twelve months ago I said that the forthcoming year was going to continue to be challenging, but I could not have imagined what would eventuate as we moved into 2019–20. As a Board, we knew there were some major strategic decisions facing us, which could change the face of Wentworth and the way in which our organisation provides service to our community. What we, like all businesses, could not envisage, was the way in which 'normal business' would be so severely impacted by the emergence in early 2020 of the global COVID-19 pandemic.

Our Board recognised, more than 12 months ago, that delivering solutions across the spectrum of housing need required us to consider not only the innovative programs Wentworth had already commenced, but how we could innovate at scale, to create a meaningful increase in safe, secure and affordable housing for our community. We were pleased to welcome the Lithgow community into Wentworth, through the integration of the operations of Lithgow Community Housing over the second half of the year. At the same time, we also recognised that we did not have the financial capacity and scale of operations to achieve cost efficiencies and the breadth of expertise to maximise our social impact.

Following several exploratory discussions with the Board of Link Housing, another Tier 1 Community Housing Provider, we entered into a Memorandum of Understanding (MOU) to investigate and test the key benefits and risks that could stem from two large providers working together in some form of collaborative model. As a result of this work, in late March 2020 we entered into a further MOU in which we agreed to move towards a merger of the two organisations, subject to appropriate due diligence being completed.

Unfortunately the emergence of COVID-19 significantly delayed the due diligence work program, as both organisations focused on ensuring that services to tenants

and clients were impacted as little as possible under quite different working (and living) conditions. However this work was completed, and I am pleased that (although subsequent to financial year-end), with the Board's unanimous endorsement, a Merger Agreement was signed between Wentworth and Link on 28 September 2020. There are still legal and operational steps to be completed, but we are working towards a target date of 31 March 2021 for completion of the merger.

This is an exciting development for Wentworth and Link, and the community housing sector — a merger of two strong and reputable organisations that have come together because they are complementary, driven by a shared vision of more homes and improved services for existing and future tenants and communities. Both organisations are committed to providing secure and affordable housing and services to support people in the community. This commitment and dedication will drive the values of the new organisation, Link Wentworth Housing Limited. We are encouraged by our aligned values, vision and mission to do more, and the significant benefits the merger will deliver to the most vulnerable people in our communities.

Despite being a very challenging year, Wentworth can hold its head high.



This merger will place us in a much stronger position to take advantage of opportunities that arise to expand the supply of housing and housing-related services. In the current economic climate, impacted so severely by COVID-19, the injection of government funding into the creation of social housing seems to make perfect sense from all perspectives – from economic stimulus and ongoing infrastructure through to addressing the impacts of COVID-19 on the most disadvantaged in our society. However, we have seen little progress over the past 12 months towards a coherent, meaningful government response to the issues of housing affordability and homelessness, and increasing the supply of housing for those in our community for whom the market has failed to deliver affordable, safe, appropriate and secure housing. At the time of writing this, there has been little response from either the Federal or State governments. The community housing sector, and the soon-to-be Link Wentworth Housing Ltd are ready and willing to play their part in such a program. It only requires the commitment from government to make this happen.

Despite being a very challenging year, Wentworth can hold its head high. Not only have we 'weathered the storm', but we have been able to take some significant steps towards being more effective in the future. This would not have been possible without our Board of Directors, who are totally committed to pursuing solutions for our clients and tenants. I thank all our Directors for their support and contribution. It also would not have been possible without the extremely capable leadership of our CEO, Stephen McIntyre, and his Executive Leadership Team. Not only did they have to deal with the impacts of COVID-19, but they also did much of the detailed work which led to our Board's confidence in making the decision to merge with Link Housing.

Major accolades are due to our staff, and their tremendous work in maintaining services and support for our tenants and clients over the past 12 months, and in particular during the COVID-19 pandemic. I want to personally, and on behalf of our Board, thank all our team leaders and staff for their continued passion for and commitment to our clients and tenants, and for supporting their fellow employees in the delivery of the essential services for which Wentworth is renowned. We recognise that as the COVID-19 crisis developed, it required incredible willingness and flexibility on the part of all our staff, which they have done with continued positivity and good humour. It reinforces what I said 12 months ago, that we could not ask for a more committed, enthusiastic and capable group of employees.

Ken Gilbert
Chair

CEO's report

Throughout the year Wentworth has continued to enhance its reputation in the industry and local communities through the delivery of innovative projects and programs, and continual improvements to service delivery. This has been done against the dramatic backdrop of a severe bushfire season, flooding in the Hawkesbury and the COVID-19 pandemic.

In parallel we have focused on the implementation of our growth strategy, in order to expand our service reach and be better positioned to increase the supply of social and affordable housing. Our move into Lithgow was a highlight after a lengthy period of planning and constructive discussion. Of even greater significance, the Board and Leadership team have worked tirelessly behind the scenes to shape an industry-leading merger with Link Housing, which was announced in late September 2020. The Chair's report on page 8 contains more information about this significant decision.

A brief outline of some key achievements and activities is set out below.

COVID-19 pandemic

The pandemic has created challenges for businesses around the world, and Wentworth was no exception. In late March we fundamentally changed the way we work, allowing most staff to work from home while temporarily suspending visits to tenants' homes and non-urgent maintenance works. Importantly, we did continue to provide outreach services to people sleeping rough, due to their heightened vulnerability. I am extremely proud of the planning and coordination provided by our COVID-19 Response Committee, which provided professional and timely direction to ensure the health and safety of our staff, tenants and clients, whilst encouraging our teams to identify new and innovative ways to deliver services. Our focus on the wellbeing of vulnerable tenants through regular phone check-ins was an important feature of our COVID-19 response plan.

Lithgow integration

Following a significant period of discussions and due diligence, we signed an agreement on 24 February 2020 to integrate the operations of Lithgow Community Housing into Wentworth. The arrangements went live on 1 April 2020. This expansion into Lithgow provides an opportunity to actively support another local community over the coming years.

Tackling homelessness

In response to increasing community concerns, we played an influential role in a cross-agency project led by Hawkesbury City Council to rehouse people who had been sleeping rough in tent encampments over several years. The approach was modelled on a similar project led by Wentworth in 2018 to reclaim public space and rehouse people sleeping rough in Judges Carpark, Penrith. Our work on these two projects has been acclaimed by Homelessness NSW as representing best practice in the sector for this type of work.

Our commitment to piloting innovative housing solutions came to fruition this year. Working in conjunction with a private homeowner in Penrith we were able to provide an affordable garden flat solution for a tenant who had previously been at risk of homelessness. The project also featured on Seven Network's home renovation program, *House Rules*, which provided fabulous coverage of the initiative.

Neighbourhood Jobs

Our training and employment social enterprise for young people who live in social housing or who are at risk of homelessness has grown from strength to strength. We made great strides in developing the business and achieving positive outcomes for young people. Forty-five participants have gained job skills and earned employment through the program, with one third of them having secured their next job.

The COVID-19 pandemic has created challenges for businesses around the world, and Wentworth was no exception.



Improving our services

We continued to undertake a range of initiatives to improve services for our tenants and people seeking housing assistance. During the first half of 2020 we renovated our office space in Windsor to provide improved accessibility for people with mobility issues, and more meeting spaces better suited to confidential interactions between our staff and their clients.

We produced and distributed a refreshed Tenant Handbook, with simplified 'plain English' content developed in consultation with our Tenant Advisory Group. Another initiative to improve the way we communicate with tenants, was the use of SMS communications to convey public health and safety messages during the bushfire season and COVID-19 period.

In early 2020 we conducted an Older Persons Survey in conjunction with Uniting home care services, to gather information about senior tenants and their vulnerability to natural disasters, which present regular challenges in Western Sydney. The information also informed our response to the pandemic.

Increasing supply

Construction commenced on our micro-unit project in Chapel Street, St Marys following a competitive tender process to select a builder. Jointly funded by Wentworth and a \$3 million grant from the NSW Department Community Services and Justice (formerly Family and Community Services), the project was completed and handed over ready for tenancing in September 2020.

Valuing partnerships

Wentworth continued to work closely with its strategic and service partners to identify new mutually beneficial opportunities and deliver services to our tenants and clients.

A new partnership was forged with the Western Sydney Leadership Dialogue through my participation in a study tour to East London. The tour provided valuable insights about the success of major urban renewal projects, with many lessons for Western Sydney.

Financial performance

The 2019–20 year presented several issues which impacted our financial results. This included a temporary increase in staff costs, reduction in revenue associated with COVID-19 and the introduction of the new accounting standard for leases. As a result, the operating surplus for the year was a deficit of \$0.594 million, compared with a surplus of \$1.908 million in 2018–19. However net assets increased substantially from \$56.3M to \$82.3M, due to a revaluation of owned property assets. So with substantially increased reserves of \$45.8 million, Wentworth still maintains a solid financial base.

Next year

Whilst we will continue to implement service improvements and new initiatives, our overarching focus during 2020–21 will be to work collaboratively with Link Housing on implementation plans and legal steps to complete our merger by the end of March 2021. Significant work is required to deliver the anticipated positive outcomes of joining forces – we will achieve this through a strong and well-coordinated effort.

Thank you

I would like to thank the Board of Directors for their clear direction and strong support of the organisation throughout the year. Thanks also to our talented and committed leadership cohort who have stepped up brilliantly during a challenging year, and to our terrific staff who continue to provide dedicated and professional service to our tenants and clients. It's a privilege to work with you all!

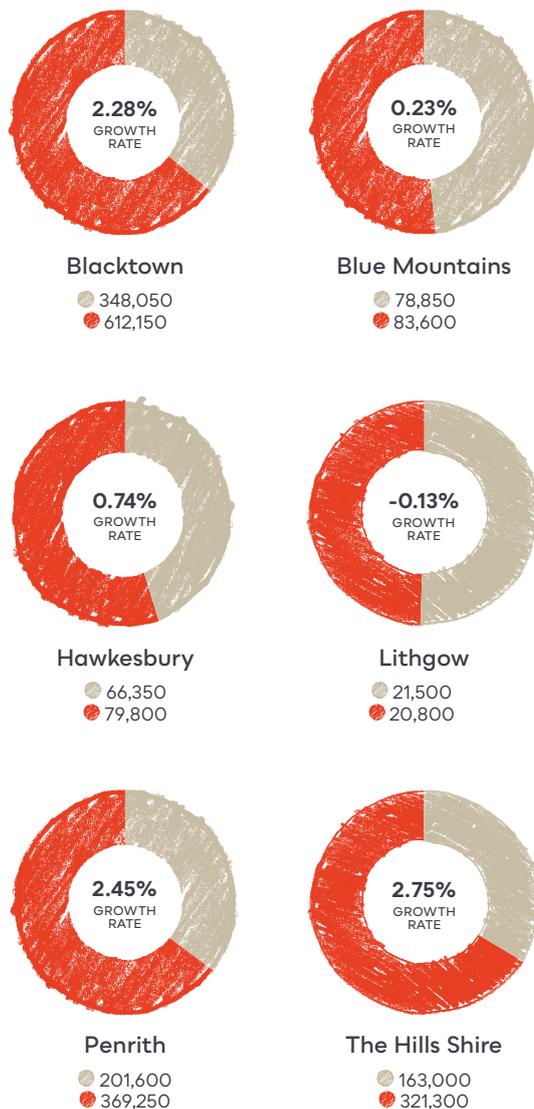
Stephen McIntyre
Chief Executive Officer

The housing situation for our communities

Total population projections 2016–2041

Over the 25 year period (2016-2041), the population of NSW will grow by 2,839,850 (37%) —or around 1% a year. Blacktown, Penrith and The Hills Local Government Area (LGAs) will experience a rate of growth more than double that of NSW as a whole over that time.

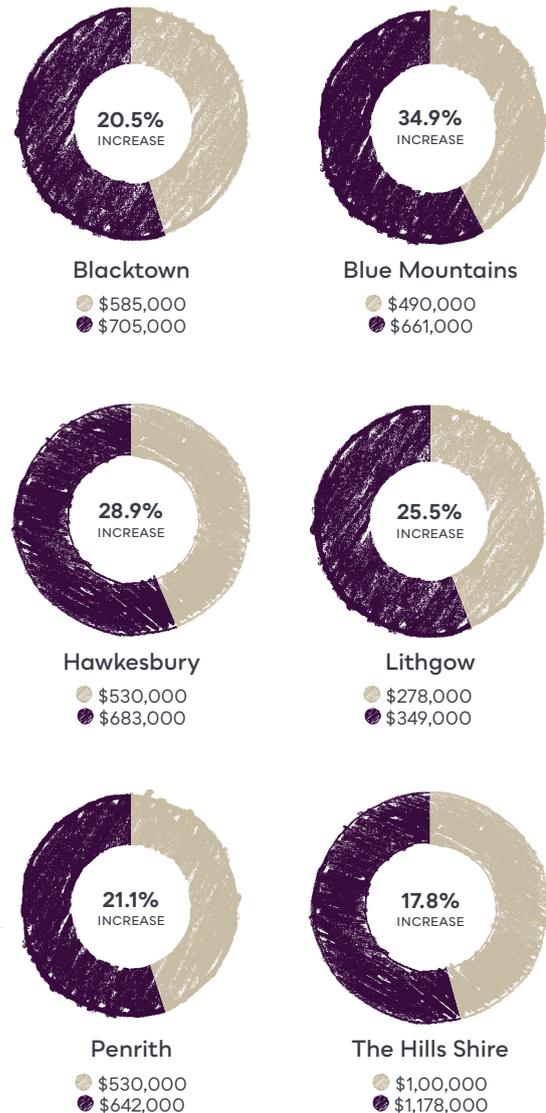
2016 2041



Home purchase affordability 2015–2020

Median sale price 2015–2020 (all dwellings and all bedrooms)

2015 2020



Source: <https://www.planningportal.nsw.gov.au/population/> NSW Department of Planning, Industry and Environment

Source: <https://www.facs.nsw.gov.au/resources/statistics/rent-and-sales/dashboard> Rent and Sales Report March Quarter 2015, 2020, NSW Department of Communities and Justice



Market rent affordability

2016–2020

Median weekly rent changes (all dwellings and all bedrooms)

While median weekly rents have eased since the peak in 2018 and are now comparable to 2016 (except for the Blue Mountains), at the lower end of the rental market, rents remain unaffordable for people on low incomes.

Anglicare conducts an annual survey of affordable private rental properties. In 2019 there were no affordable rentals in the Greater Sydney metropolitan region for anyone receiving benefits. In 2020, the Coronavirus supplement assisted in some cases however, there were still only 62 properties across Greater Sydney that were affordable to people receiving Centrelink benefits.

● 2016 ● 2020

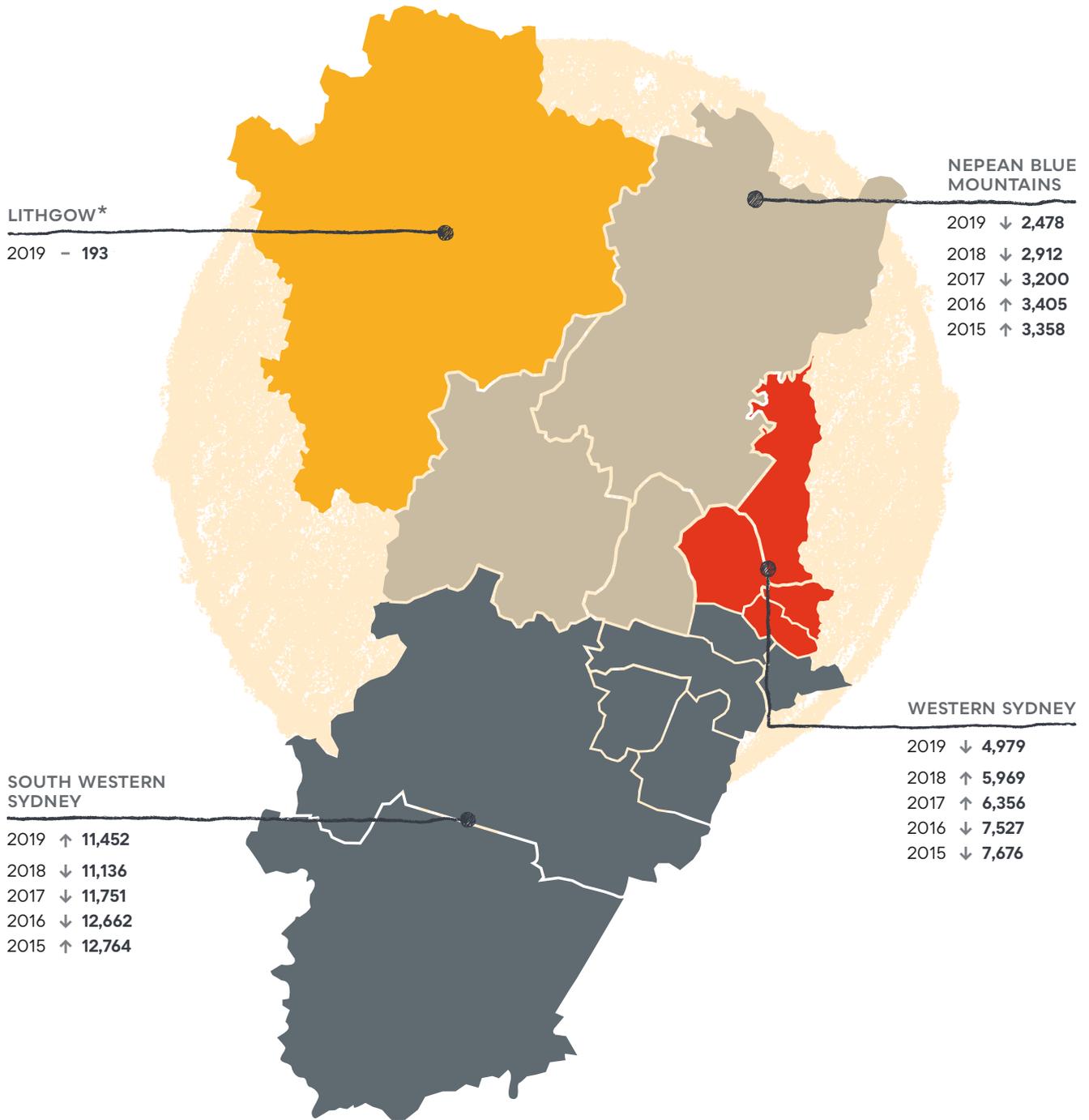


* Wentworth integrated with Lithgow Community Housing in 2020. Market rental affordability data has been monitored by Wentworth over time in the Local Government Area (LGAs) where we have operated, but the Department of Communities and Justice Dashboard only includes data from the September 2017 quarter onwards, hence only 2020 data for Lithgow is reported.

Source: <https://www.facs.nsw.gov.au/resources/statistics/rent-and-sales/dashboard> Rent and Sales Report March Quarter 2016, 2020, NSW Department of Communities and Justice

Number of social housing applicants on the Housing Register

Data sourced each year on 30 June.



*Wentworth integrated with Lithgow Community Housing in 2020. Social housing waiting list data has been monitored by Wentworth over time in the Local Government Areas where we have operated, however historical data is not available. Hence only 2020 data for Lithgow is reported.

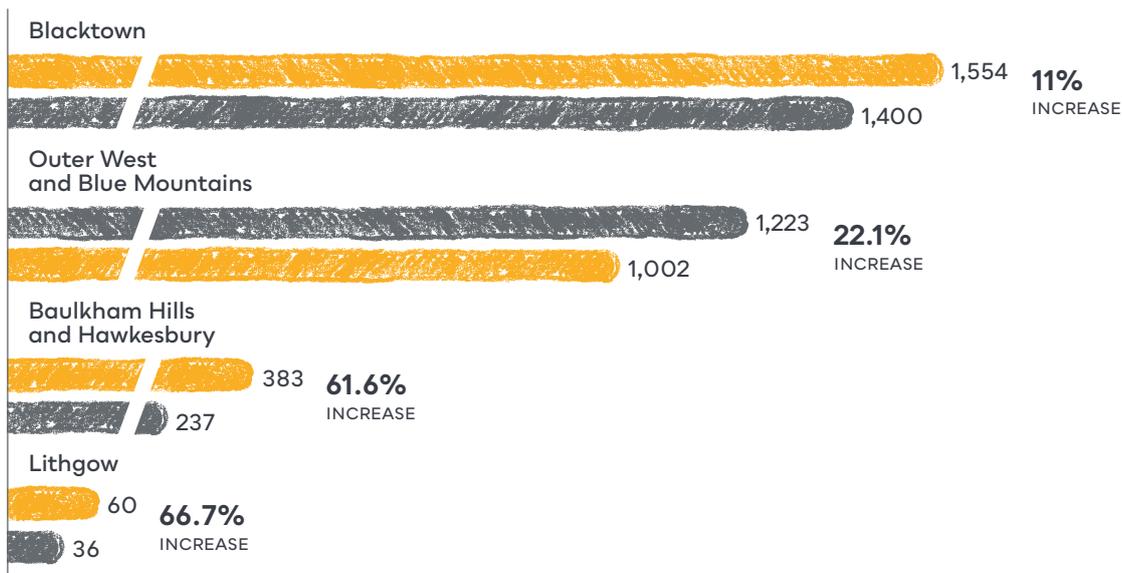
Source: Department of Family and Community Services Statistics, <https://www.facs.nsw.gov.au/housing/help/applying-assistance/expected-waiting-times>

Number of homeless persons, by area 2011–2016

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

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

● 2011 ● 2016



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



Our year in highlights

COMMENCED CONSTRUCTION OF ST MARYS MICRO-UNIT PROJECT



4,526

PEOPLE PROVIDED WITH A HOME



KEY PARTNER IN HAWKESBURY TENT ENCAMPMENTS PROJECT

Connected with
28 people
24 housed

EXPANDED INTO LITHGOW BY INTEGRATING WITH LITHGOW COMMUNITY HOUSING

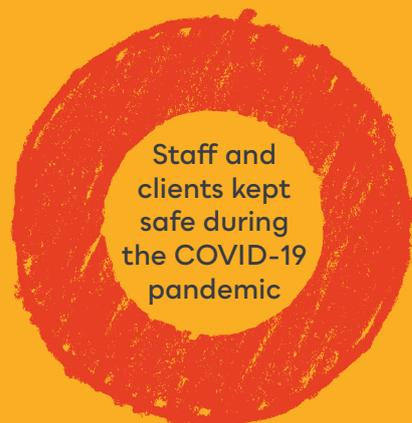
INSPIRE CHOIR FORMED





NEIGHBOURHOOD JOBS OUTCOMES AFTER 2 YEARS

- 45 young people employed
- 78% of participants completed the development program
- 34% have secured their next job



Staff and clients kept safe during the COVID-19 pandemic



Wentworth's first tenant successfully housed in a Garden Flat in June 2020



Windsor office renovated to improve service to our clients



NEW TENANT HANDBOOK RELEASED

Wentworth in 2019-20



2,389
PROPERTIES



4,526
PEOPLE PROVIDED
WITH A HOME



784
CLIENTS SUPPORTED
THROUGH SPECIALIST
HOMELESSNESS SERVICES

Our properties

Property by management type

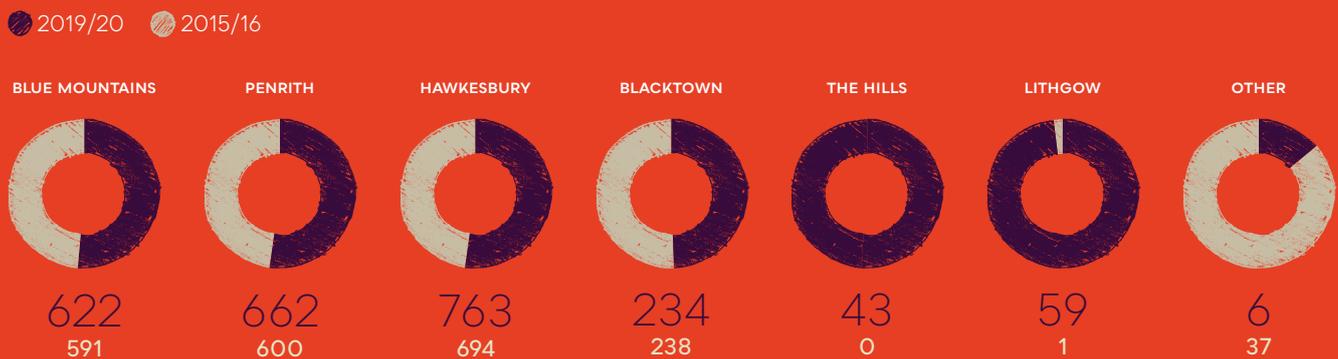


Property type by bedrooms



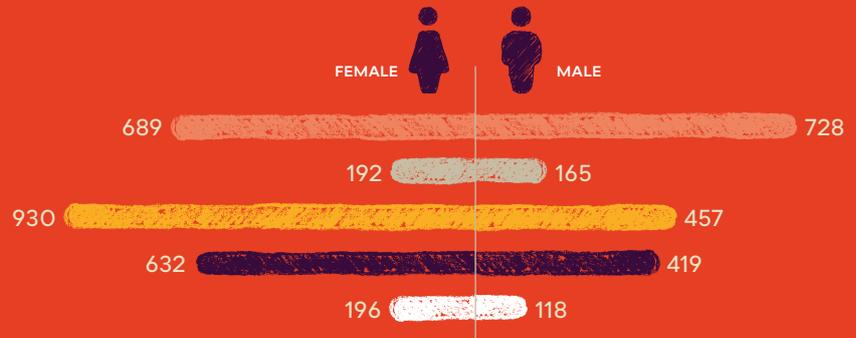
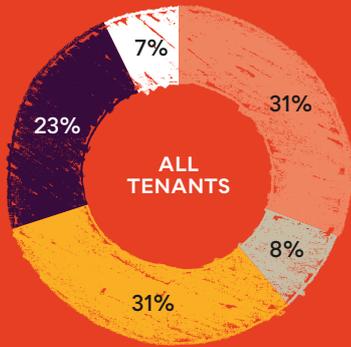
Our reach

Geographic spread of properties



Our clients

Household age demographic 2019-20 ● 0-17 ● 18-25 ● 26-54 ● 55-74 ● 75+



Household family breakdown 2019-20



Specialist homelessness services

TOTAL CLIENTS SUPPORTED BY ALL PARTNERS

Adult Homelessness and Housing Support Service



Tenancy Support Program



Nurreen Program



Our performance

Our work is guided by a 10-year strategic directions framework and strategic plan. The framework sets out our strategic intent and provides a clear path for what we will do and why we will do it.

Our first Strategic Plan 2016–19 was extended until June 2020, with two priority actions added for Objective 1. Each year we track our progress against these priorities and identify key activities for the year ahead. See our performance below.

● Completed / Ongoing
 ● At risk
 ● Not commenced

OBJECTIVE

STATUS HIGHLIGHTS IN 2019–20

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

1.1	<p>Improve the integration of our services to create a more seamless customer experience.</p>	<p>● Review of systems, processes and implementation of new contracts (after hours) results in continued strong service delivery demonstrated by a strong Net Promoter Score (NPS).</p>
1.2	<p>Strengthen our customer focus through enhanced communication products, processes and practice.</p>	<p>● Release of plain English client-focused Tenant Handbook in hard copy and online.</p> <p>Commenced design and delivery of easy-to-use and accessible website for clients with disability or those from a culturally and linguistically diverse background; due for completion in early FY20–21.</p> <p>Dramatically improved responsiveness and timely closure of complaints and appeals through increased focus on meeting Key Performance Indicators. Reinforced access to translation service through multi-lingual posters in all client-facing offices.</p> <p>Replaced initial arrears letter reminders with SMS communications.</p>
1.3	<p>Implement staff development and other initiatives to enhance customer service.</p>	<p>● Strong focus on Learning & Development, with 573 participants completing technical training, client focus training and general professional development.</p> <p>Implementation of an e-learning platform enabling staff to access a library of short online courses.</p>

OBJECTIVE	STATUS	HIGHLIGHTS IN 2019–20
1.4 Enhance the environmental wellbeing of tenants living in our properties.		<p>Made progress on several heat abatement and natural disaster projects including:</p> <ul style="list-style-type: none"> – A Western Sydney University (WSU) consortium 'Cooling the Commons' to study the impact of severe heat for social housing tenants in Western Sydney, including Wentworth tenants in Riverstone. – Successfully led a collaboration across three Community Housing Providers and two Councils to secure funding from the Department of Planning, Industry and Environment to co-design heat mitigation resources for social housing tenants. – Active member of the Community Flood Resilience Program, led by Infrastructure NSW, seeking to mitigate the significant risks of flood to social housing tenants in the Penrith and Hawksbury basin.
1.5 Enhance our Aboriginal cultural credibility through adoption of industry standards and deeper engagement with local Aboriginal communities.		<p>Reflection and celebration of Aboriginal community in design of communications.</p> <p>Participated in lobbying of Minister Wyatt regarding the specific challenges faced by Aboriginal clients during COVID-19.</p> <p>Identified opportunity to collaborate with Nepean and Blue Mountains Mental Health Team to provide client access to culturally appropriate Aboriginal mental health services.</p>

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

2.1 Develop a training and employment strategy and related programs.		<p>A collaborative project between Wentworth, Baptist Care Hope St and Domestic Violence Services Management (DVSM) was developed to train and secure employment for vulnerable women as cleaners within Home Care. The project is built around an existing employment gap for a large employer, however, was delayed due to COVID-19.</p> <p>A funding application was lodged with Women NSW. The announcement of funding was delayed due to COVID-19.</p>
2.2 Establish formal partnerships with employment and training providers.		<p>Several new partnerships and alliances were formed, including with Uniting, DVSM and Hope St.</p> <p>Our maintenance contractors Waratah Group Services and Willowdene Constructions supported employment outcomes.</p> <p>Discussions commenced with Registered Training Organisation OCTEC, Productivity Force and Lend Lease regarding training and employment preparation for young people.</p> <p>A number of schools and other educational organisations have been active partners.</p>

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

- | | | |
|-----|---|--|
| 3.1 | Develop and implement a tenant engagement framework aimed at increasing leadership and engagement of tenants. |  <p>Tenant engagement continued with strong relationships with more than 50 volunteer tenants.</p> <p>Tenant Advocacy Training was postponed due to COVID-19, however efforts continued to connect tenants digitally and map out outreach opportunities.</p> <p>Hundreds of very vulnerable tenants received coordinated wellbeing calls during the final quarter of the year, in response to COVID-19.</p> |
| 3.2 | Develop and implement community building plans for priority locations. |  <p>Completed in previous years. Not applicable.</p> |

OBJECTIVE 4: Increase the supply of social and affordable housing

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|-----|---|--|
| 4.1 | Strengthen our internal commercial development capacity and capability. |  <p>Continued as an active member of the Community Housing Industry Association (CHIA), PowerHousing, and Urban Development Institute of Australia (UDIA) and participated in events aimed at strengthening knowledge of property financing and development. Representatives attended the biennial National Housing Conference and Affordable Housing Development Summit.</p> |
| 4.2 | Identify funding and partnership opportunities to increase the number of social and affordable housing properties owned by Wentworth. |  <p>Actively explored various partnership opportunities with developers, landowners, and local and state government.</p> <p>Received a National Housing Finance & Investment Corporation (NHFIC) Capacity Building Program funding grant.</p> |
| 4.3 | Initiate and develop a pipeline of property development projects. |  <p>Construction progressed on the St Marys micro-units project to budget and program. This is scheduled for completion in September 2020.</p> <p>A Development Application for Rouse Hill stage 3 (40 Civic Way) was prepared for lodgement in early FY20–21.</p> |

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

- | | | |
|-----|---|---|
| 5.1 | Develop and implement a Nepean Youth Foyer model with education as its primary offer. |  <p>Minimal advocacy and project activity during the year due to other priorities.</p> |
| 5.2 | Expand products, services and partnerships that help people access and sustain private housing. |  <p>One Garden Flat was built in Penrith and featured in the grand finale of the Seven Network's <i>House Rules</i>. A Community Services client is now living in the flat. See page 42 for more.</p> <p>A mini Garden Flats Expo was held in November 2019.</p> |
| 5.3 | Explore opportunities for innovative housing models, including those arising from the National Disability Insurance Scheme. |  <p>Continued to pursue land for a Tiny Homes village.</p> <p>Secured Blue Mountains Sunrise Rotary Club as a fundraising partner.</p> |

OBJECTIVE

STATUS HIGHLIGHTS IN 2019–20

OBJECTIVE 6: Expand the portfolio of properties we manage

- | | | | |
|-----|---|---|--|
| 6.1 | Review and enhance our readiness for future property transfer opportunities. |  | Completed in mid-2017. No further action has since been required. |
| 6.2 | Compete for and implement large scale property transfers through the NSW Government's Social Housing Strategy. |  | Continued to work with industry associations to advocate to the NSW Government for further property transfer programs. |
| 6.3 | Identify opportunities for partnering with other organisations willing to outsource property management to Wentworth. |  | Integrated Lithgow Community Housing operations into Wentworth. |

OBJECTIVE 7: Manage and maintain properties at appropriate standards

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|-----|---|---|---|
| 7.1 | Implement a new maintenance contract with a strong audit and compliance framework to improve business efficiency and tenant satisfaction. |  | Completed. The first year of our five new contracts has been broadly successful. The contract KPIs have been monitored with late introduction of the Castleton Contractor Portal providing the final piece for contract management. This enabled a greater level of auditing and satisfaction with performance. The contracts contributed almost \$100,000 of Social Initiative Funding (SIF) to Wentworth to be used for future initiatives. |
| 7.2 | Strengthen our capacity to maintain a growing and more diverse portfolio of properties. |  | 501 of the 550 component inspections were completed at a high access success rate of 92%. The two years of inspection have delivered significant insights to our future maintenance requirements and priorities. |

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

- | | | | |
|-----|---|---|---|
| 8.1 | Strengthen existing partnerships, build new relationships and explore innovative approaches to meet immediate housing needs. |  | Worked closely with Hawkesbury City Council and other partners to house people from tent encampments along the riverbanks. Of the 28 people who participated in the project, 24 were housed. Significant improvements to the health of those housed were reported.

Successfully attracted \$40,000 from a philanthropist to fund WSU research into the model used to resolve tent encampments in Penrith and Hawkesbury. |
| 8.2 | Implement a quality assurance and monitoring system to ensure our homelessness services continue to improve and deliver quality outcomes. |  | Successfully participated in a pilot 'Outcomes Based Contracting of Specialised Homelessness Services (SHS)' led by Department of Communities and Justice (DCJ). The reporting on Wentworth homelessness services demonstrated the strengths of the SHS. DCJ intends to roll out the program during FY20–21. |

OBJECTIVE	STATUS	HIGHLIGHTS IN 2019–20
8.3 Trial the use of the Vulnerability Index – Service Prioritisation Decision Assessment Tool (VI-SPDAT) to prioritise assistance.	●	Completed. VI-SPDAT was trialled during Registry Week in November 2016 and found to be effective as a triage tool for prioritising service delivery. VI-SPDAT will be used again in FY20–21 as part of the new Together Home program.
8.4 Develop and deliver a trauma informed practice framework within Wentworth homelessness services.	●	Completed across the Community Services, Housing Services and Asset Services teams. Most staff were trained in FY17–18 with the remainder trained in FY18–19.

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

9.1 Mobilise community and business support towards ending homelessness through the Heading Home – Ending Homelessness Here project.	●	Significant projects were completed and outcomes achieved in previous years. Performance against the 2019–20 priorities are captured under items 5.2 Garden Flats and 5.3 Tiny Homes.
9.2 Review and strengthen our engagement with real estate agents and other agencies in the delivery of prevention and rapid rehousing services.	●	Led a collaboration across SHS lead and partner agencies in the development and delivery of another successful Tenancies Plus forum involving over 60 participants. Played a key role in a collaboration across SHS lead and partner agencies to promote the district's homelessness services to first-to-know agencies.

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

10.1 Develop and implement a communications strategy to help us build broader relationships and promote the work we do.	●	Work commenced on a new website in June 2020 and was completed in Q1 2020–21. Social media strategy was implemented, and exposure increased across all platforms.
10.2 Develop and implement a fundraising strategy so more people can contribute to our work.	●	Approach to fundraising was reviewed and a decision made to focus on other areas of future growth during the year.

OBJECTIVE

STATUS HIGHLIGHTS IN 2019–20

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

- | | | | |
|------|--|--|--|
| 11.1 | Develop and implement a 3-year IT Strategy. | | <p>Progress in bedding down Castleton Housing has been achieved through regular vendor consultation and escalation processes.</p> <p>User performance has been improved with the implementation of the Windows Virtual Desktop (WVD) in early FY20–21.</p> <p>Significant progress has been achieved in the use of Power BI to increase business insights.</p> |
| 11.2 | Design and implement a capability framework to ensure we attract, recruit, engage, retain and develop our staff. | | <p>About 50% of Position Descriptions were updated with the Framework, and it is a key tool in our recruitment and performance management processes.</p> |
| 11.3 | Strengthen and maintain a constructive culture that promotes innovation and brings integrity to our values and goals | | <p>In the November 2019 staff engagement survey, we achieved very positive results, with higher scores than the previous year on more than half the questions, and a number of scores above the industry benchmark.</p> |

OBJECTIVE 12: Operate in a commercially astute and financially sustainable way

- | | | | |
|------|---|--|--|
| 12.1 | Ensure a consistent business discipline in housing operations and management. | | <p>An end-to-end process review identified areas for change to improve client outcomes and reduce rental arrears. A Current Arrears Dashboard was developed which provides management insight into debt status enabling targeted early intervention. Current rent arrears reduced by 26.2% in the four months to 30 June 2020.</p> <p>A plan for reduction in former tenant debt triggered by end of tenancy will be implemented in FY20–21.</p> |
| 12.2 | Strengthen our financial capability to support commercially astute decisions and performance. | | <p>Completed. Upgrade of the finance system to Wiise was achieved providing a platform to increase capability and functionality.</p> |
| 12.3 | Develop an Investment Strategy for Wentworth's financial assets. | | <p>Completed. An Investment Strategy and Policy was adopted with progress and status reported to the Board quarterly. This has improved investment returns.</p> |

We improve tenant experiences

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

Promoting and supporting our tenants’ wellbeing is at the heart of our work. We care about the future of our tenants and want them to build positive, productive and happy lives. A stable home is key to our tenants’ wellbeing. We believe the more we can support people to sustain their tenancies, the more we see improvements in the health and wellbeing of these households.

When an individual or family applies for housing with Wentworth, finding them a safe and affordable home is just one of the many ways our team begins to support them. Once a tenant is settled into a home, we work with them so they can sustain their tenancy and feel part of their community.

Our team goes to great lengths to understand each tenant’s situation, circumstances and challenges in order to find support services that can assist them to overcome or manage these. We aim to build personal connections with our tenants, so they feel comfortable seeking support from us and taking part in activities within their communities.

We also understand that maintaining a tenancy may be one of many challenges they face, along with maintaining stable employment and managing health-related issues. That’s why we connect our tenants with other service providers in their community who can offer assistance with managing finances, training and employment opportunities and access to health and wellbeing services.

Our tenants are part of the Wentworth family. We actively seek their feedback and input to continuously improve the services we deliver.

Contact Centre and communication with tenants

Continued improvements within our Contact Centre have enabled our team to better manage the high volume of enquiries and respond effectively and efficiently to callers.

Callers are asked to complete a voluntary survey at the end of each call. The results of these surveys show that callers are satisfied with the quality of service they are receiving from our team. This financial year was the first full year of offering the feedback survey to callers. Callers can choose to complete the automated three-question survey which rates Wentworth’s service and their satisfaction with the outcome of their call. The survey uses the Net Promoter Score to measure a caller’s satisfaction with Wentworth for that specific call, and overall. Wentworth’s overall Net Promote Score for 2019–20 was 58.85. Scores above 50 are regarded as an indicator of high levels of client satisfaction with the quality of service provided.

We commenced a trial of SMS communication with tenants and clients as a new touchpoint channel. This has been a good way to communicate important safety and public health messages quickly to our communities, particularly during the bushfire season and COVID-19 restrictions. It is part of a broader strategy to improve the way tenants interact with and hear from us.



Complaints handling

With the aim of finding a more efficient way to resolve tenant complaints and issues, we implemented a new complaints handling process that is focused on addressing issues in a personalised way in the first instance. We discovered issues were being overcomplicated by a formal complaints process, causing undue stress and anxiety for tenants. Now, where appropriate, local staff are encouraged to resolve issues as they arise in a personal manner without clients having to lodge a formal complaint. This new approach goes hand-in-hand with our aim of building closer connections and trust with our tenants.

Windsor office

In the first half of 2020, we renovated our Windsor office to support better face-to-face interactions with our tenants and clients. This included creating more meeting room spaces to allow our Client Service Officers to meet privately with the people they support. We also upgraded access to the office so our wheelchair dependent tenants and clients and those with mobility issues are able to visit more easily and safely. With face-to-face visits put on hold as a result of the COVID-19 pandemic, the office has not reopened as planned.

Policies and procedures

The entire suite of asset-specific policies was reviewed and updated to align with client and business needs. Overall, our aim was to introduce some new procedures to make it easier for tenants to make minor alterations more freely or seek approval for major upgrades.

Looking after our properties

Continuous upkeep and maintenance of our properties is a core part of helping our tenants to sustain their tenancies and live healthy and happy lives as active community members.

We regularly inspect and assess all our properties and undertake repairs and upgrades to ensure the condition of our housing stock meets quality standards. Requests for urgent repairs are handled as quickly as possible.

We are part way through an extensive Property Inspection Program in which components within our entire portfolio of properties are inspected and recorded. The information gathered from this survey will be used to understand which properties are in most need of repairs or upgrades, and how we can best manage ongoing maintenance across the whole portfolio.

We have started a project to develop fact sheets and 'How To' guides to help tenants with property care tips and minor maintenance tasks in their home.

New Tenant Handbook

In March 2020, we released a refreshed Tenant Handbook, mailing it out to all tenants across our portfolio. In line with our strategy to make our services more accessible to clients and tenants, the language and details in the Handbook were simplified to provide practical information to help tenants sustain their tenancy, interact with our services, learn about our community work and feel part of the Wentworth family.

In the highly consultative and collaborative project which involved multiple teams within Wentworth, the Tenant Advisory Group played a key role in the reviewing process to ensure it was as relevant, helpful and readable as possible for tenants.

Sustaining tenancies

This year, we introduced a new process to better manage and support tenants who may be falling behind in their rent payments. New reporting methods now mean our staff are able to track missing rental payments quicker and easier. When a tenant goes into arrears, their Client Service Officer gets in touch to discuss what the challenges may be and the options available to help the tenant. We also provided more information to our staff about the services and options available for tenants, as well as training so our staff can identify other issues (such as mental health issues or cognitive issues) that may impact a person's ability to manage their rent payments.

This more client-centred approach has made the process more personal and positive for tenants, with our staff actively working with them to find ways to ensure they can pay their rent on time. Importantly, the number of tenants in arrears is declining, and those tenants in arrears are progressively carrying less and less debt burden as a result of these initiatives.

Outreach hub in Blaxland

To make it easier for tenants living in Blaxland to access our team, in August 2019 we commenced a weekly local outreach hub from the offices of Belong Blue Mountains Community and Neighbourhood Centre. Instead of travelling to our Katoomba or Penrith offices, tenants can now meet our Client Service Officers in Blaxland to discuss rent payments, complaints, or other support they may need. Although the hub was closed during the COVID-19 pandemic, feedback from tenants was positive and we hope to reinstate the service when restrictions are lifted.

To make accessing services more convenient we have also transferred client service for tenants living in Blaxland to our Penrith-based team.

Wellbeing phone calls

Our clients and tenants are among the most vulnerable in the community. Many are isolated, have physical and/or mental health issues, and rely on community services and support to get by. As the coronavirus crisis evolved and face-to-face visits with tenants were no longer possible, we put in place measures to ensure nobody felt alone or isolated. This included contacting tenants regularly by phone to check in on their wellbeing, sending emails and even posting letters through standard mail. We encouraged tenants in need of extra support to access the services they required.

Similar outreach was provided to tenants during the December and January bushfire season to ensure people were safe and had the latest information.

Working with our suppliers

Our network of contractors and suppliers play an important role in maintaining our properties and keeping our tenants safe and comfortable. We are really proud to have a family of suppliers and contractors whose values align with ours.

This year, when the COVID-19 pandemic hit, we were delighted and impressed by the care and concern many of our suppliers showed to our tenants. Donations of surplus toilet paper, as well as grocery vouchers, were donated to us to pass onto those most in need living in our properties.

Our maintenance contractors also contributed to a Social Impact Fund which in this financial year raised \$95,442 towards community programs to be delivered for our tenants, clients and their communities.

Connecting with other services

Wentworth seeks to ensure that its tenants have access to the supports and services that help them to lead happy and healthy lives and participate actively in their local communities. This involves working collaboratively and partnering with other community service providers, health workers, government departments, real estate agents, financial advisors, local businesses, youth organisations and community organisations to make these supportive linkages.

We formed a new partnership with Uniting to access their Needs Assessment Team. They work with elderly tenants to help them apply for and access Home Care Packages that enable them to continue living safely and independently in their homes. A similar team from Uniting is working with tenants and clients with disabilities who may be eligible for the National Disability Insurance Scheme.

Having positive relationships with our lease-hold partners impacts directly on our tenants. To develop our partnerships with local real estate agencies, we created a new position focused on the real estate agents and landlords who participate in our lease-hold programmes. Part of this staff member's role has been to educate real estate agents in what it means to sustain a tenancy for people on low to moderate incomes and reinforce the importance to work together in the interests of both landlords and tenants.

Our key partners in 2019-20 included:

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

IN THE YEAR AHEAD

We will continue exploring ways to ensure the experiences our tenants have with our staff, in our offices, living in our properties and within their communities are the best they can be.

Despite the challenges of the COVID-19 pandemic, we will continuously seek ways of providing quality service safely. We have adapted service delivery successfully and will continue to review and adapt to ensure we remain client-centred and earn the confidence of our tenants and clients.

We remain focused on welcoming tenants from Lithgow and new Lithgow-based staff members to our family, following the integration with Lithgow Community Housing in April 2020.



Like everyone in the community, Wentworth tenants have had to cope with some massive and sudden changes as a result of the COVID-19 pandemic. With our offices closed and restrictions on face-to-face contact, they have had to quickly adapt to new ways of doing things and interacting with us.

The mental health and wellbeing of our tenants has been Wentworth's highest priority throughout this difficult period. That is why we have been making 'wellbeing calls' to all our tenants during the pandemic, to check in on how they are doing—and find out if there is anything extra we can do to support them.

Sue Cochrane, Wentworth Client Service Officer, says the calls were a valuable means of communicating important information at a time when many people were receiving mixed and confusing messages.

"Because our office was shut a lot of people thought they were cut off from us and became really anxious. Through the calls we were able to remind people we are still here for them, which set their mind at ease.

"A lot of people also had to become reliant on new technology they weren't used to, so we were able to help them with that."

Sue says the calls also allowed the team to help people find solutions to issues they were facing as a result of the pandemic.

"I had a tenant who needed assistance mowing his lawn. The regular man who came to do it stopped coming because of COVID-19. I was able to put him in touch with our Neighbourhood Jobs team. He tried them out and was so happy, he became a regular client."

Sue believes the calls were especially important for elderly tenants and those who were isolated from family, friends and their support network during the pandemic.

"A lot of tenants just enjoyed the chat. They were happy to have someone to talk to and appreciated that we took the time to call and check in on them."

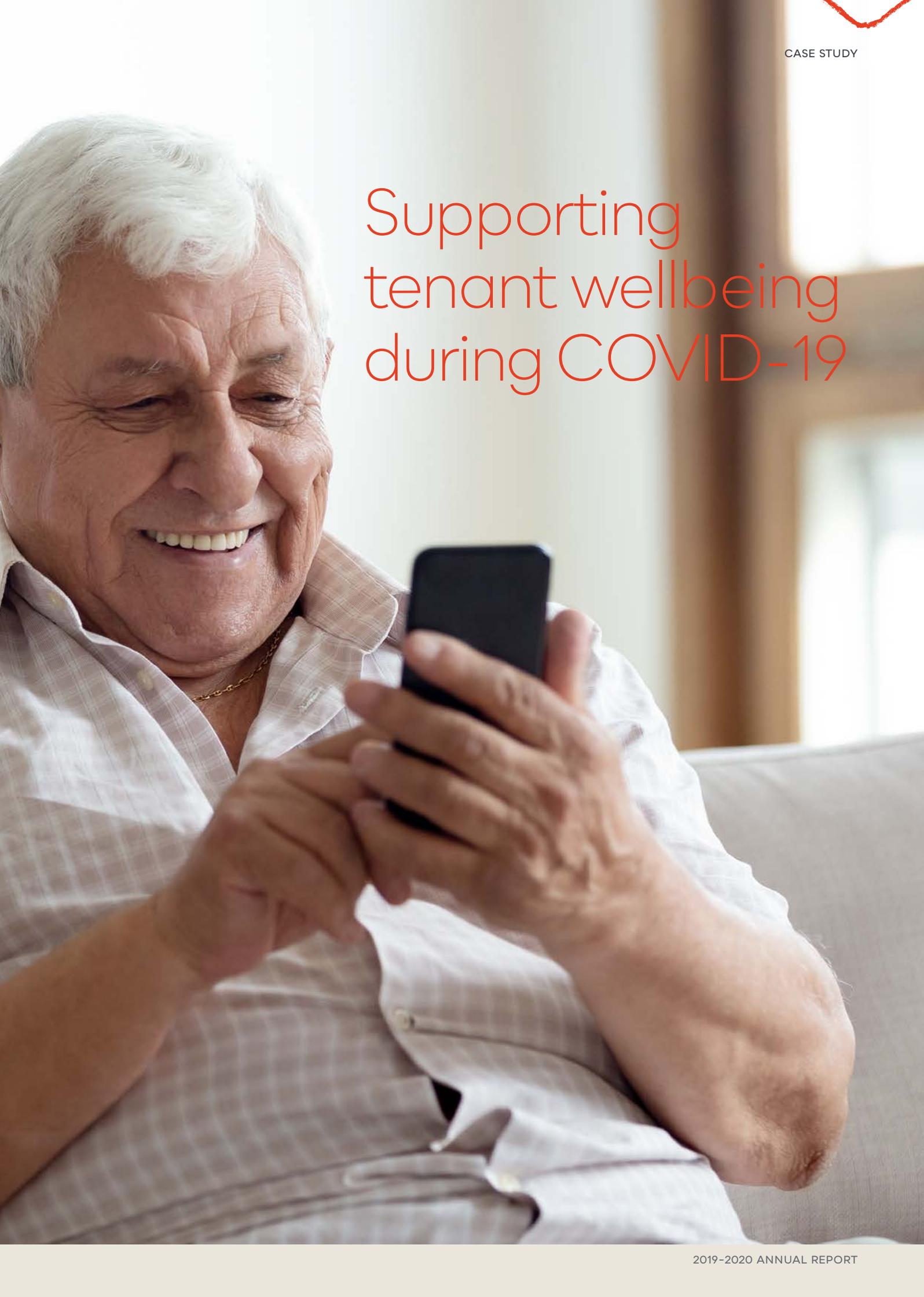
"We asked everyone whether they would like us to call them again to see how they were going, and a lot said yes."

Wentworth will continue making wellbeing calls and checking in regularly with all our tenants throughout the pandemic.

"Through wellbeing calls we were able to remind people we are still here for them, which set their mind at ease."

SUE – CLIENT SERVICE OFFICER





Supporting tenant wellbeing during COVID-19

We build communities

Building resilient communities which enable local leadership and participation.

Wentworth is committed to nurturing safe, inclusive communities, where everyone has the opportunity to participate and feel valued.

For the people we work with, finding a place to call home is often the first step in a journey of connecting or reconnecting with their communities, and rebuilding their lives. Many of our tenants and clients face significant disadvantage and barriers when it comes to accessing health and community services as well as employment and education opportunities.

Working in partnership with clients, communities and other service providers, we design and implement a range of innovative programs aimed at empowering people to learn, work, engage with those around them—and access the vital services they need.

Response to COVID-19

The COVID-19 pandemic has had a significant impact on our community building work. It has limited the amount of face-to-face contact we can have with tenants and clients and changed the way we deliver projects.

Despite the challenges, where possible we re-engineered and continued to deliver programs that play an important role in the lives of the people we work with. Where face-to-face interactions have continued, we have put in place strict procedures and protocols to protect the health of our tenants, clients and staff members.

Older Persons Survey 2020

To better understand the needs of our older, vulnerable tenants, we worked with Uniting home care services to develop the ‘Wentworth Tenants Aging in Home Survey’.

In January, the survey was sent to 792 senior tenants living in the Penrith, Hawkesbury, Blue Mountains and Blacktown Local Government Areas. Our aim was to determine each tenant’s vulnerability in the case of a natural disaster (such as bushfire, flood or heatwave), and their eligibility and use of home care services to support them to continue living at home. As part of the survey, respondents were asked to grant permission for their details to be shared with emergency services and Uniting, so Wentworth could link them with appropriate support if needed.

With a response rate of around 20%, the survey allowed our team to reach out to some of the most vulnerable people in our community, particularly during the challenging COVID-19 time.





Tenant Advisory Group

Our three Tenant Advisory Groups (TAGs), based in the Hawkesbury, Penrith and the Blue Mountains, all enjoyed strong growth again this year. The three groups continue to come together regularly to discuss issues of common concern.

In 2019–20, representatives from the TAG participated actively in the redevelopment of the Wentworth Tenant Handbook and website, and advised on the development of other key policy documents.

Before the COVID-19 pandemic, TAG members organised and ran a number of popular events this year, including a very successful Tenant BBQ with funding provided by Penrith City Council. Members from our Derby Street complex in Penrith also held a very well-attended Christmas in July event.

The TAG was also able to secure a Nepean Women Presents grant this year, which enabled them to assist vulnerable women in the community to attend International Women's Day events in 2020.

Tenant Advocacy Training

Unfortunately, we have had to suspend Tenant Advocacy Training activities due to the COVID-19 pandemic. We look forward to resuming the program when restrictions are lifted and it is safe to do so.

Neighbourhood Jobs

Since it began in late 2018, this Wentworth-owned social enterprise has continued to go from strength to strength.

Designed to tackle poverty and intergenerational dependence in social housing, Neighbourhood Jobs provides hands-on training and work opportunities to young people who face barriers to employment.

Participants in the program provide lawn and grounds services to more than 400 customers. They also receive mentoring, coaching and training in both occupational and life skills. Neighbourhood Jobs is now the preferred provider for a number of Home Care Providers, and more than 1,000 jobs have been completed.

Since opening its doors, Neighbourhood Jobs has employed 45 young people from across Western Sydney. Thirty-five (78%) have gone on to complete our development program and 16 (34%) have secured their next job.

The program is also attracting participants from a diverse range of backgrounds with 30% of our employees from an Aboriginal background, 24% young women and 20% having some form of disability.

We are very proud to be creating real employment opportunities for young people facing significant disadvantage.

Get Ready for Flood

Several of our TAG members took part in the Get Ready for Flood Social Housing Sector Project this year in the Hawkesbury and Nepean Valley region. The project, led by Infrastructure NSW and funded under the Hawkesbury-Nepean Flood Risk Management Strategy, aims to reduce the risk to life and property, and other impacts on the community, from flood in the area.

The project recognises that tenants living in social housing are highly vulnerable to the impacts of disasters and emergencies like floods. While much of the housing stock in the area is vulnerable to flooding, there is low-level awareness of the risk and limited coordination between the emergency services in terms of response preparedness.

Wentworth tenants took part in Let's Get Connected events, coming together to discuss the project and how they could get involved.

Bushfires

Several TAG members were interviewed by Los Angeles-based journalist Nathan Rott for an article he was writing on last summer's bushfires titled Australia's Extreme Heat.

Inspire Choir

Wentworth proudly worked in partnership with The Joan Sutherland Performing Arts Centre to develop a community project called Inspire Choir, which includes Wentworth staff, tenants and a broad range of other community members. With more than 40 members, Inspire Choir is open to people of all ages and abilities. Participants are encouraged to come along and learn songs in a fun, safe and supportive environment. Prior to COVID-19, the choir rehearsed weekly during school terms. Participation is free, and the choir has already performed on a number of occasions.





Wentworth
community housing

IN THE YEAR AHEAD

In 2020–21 Wentworth will play a key role in the Western Sydney Heat in Social Housing project. Delivered in partnership with Evolve Housing, Hume Community Housing, Penrith City Council and Hawkesbury City Council, the project will support tenants and experts to design and develop multimedia messaging about heat abatement strategies across different types of housing stock. Delivered in plain English, the project will inform tenants of measures they can take to mitigate against the impact of heat. This will complement Wentworth's work advocating for better systems-level solutions to the Urban Heat Island Effect in Penrith and the Hawkesbury for our tenants and clients.

Wentworth will also partner with Western Sydney University on a related research project over the next three years called Cooling the Commons. The project will research the lived experience of heat for tenants in social housing and provide evidence for advocacy and change.

Since leaving school at the end of Year 10, Grace had been determined to find secure work. Through Neighbourhood Jobs, she landed an apprenticeship and is excited about what's around the corner.

Grace left school two years ago because it wasn't for her. She decided to pursue her goal of working in landscaping construction and took a contract role. When that contract ended, Grace found it hard to get another job in the industry and started to take whatever jobs she could—from dog grooming to fencing.

“A few years back, I was sitting on the couch doing nothing. It was boring. I much prefer having a job. It gives me something to do and keeps me occupied.”

After seeing an advertisement for Wentworth's youth employment and training program, Neighbourhood Jobs, on social media, Grace went to an information session and decided to sign up.

“I wanted to do landscaping construction. The maintenance work with Neighbourhood Jobs is sort of landscaping, so I thought I'd give it a try,” she says.

Grace completed six weeks on-the-job training with Neighbourhood Jobs, mainly mowing lawns and maintaining hedges, under the guidance of a supervisor. In addition to learning how to use tools, the program also taught Grace important customer service techniques including good communication skills.

At the end of the program, Grace was offered work experience with home maintenance company, Willowdene Constructions. Her sound work ethic and willingness to learn quickly led to paid work. After a few weeks on the job, Cassola Kitchens, a sister company of Willowdene Constructions, offered Grace an apprenticeship in cabinet and furniture making. The idea of on-the-job training was a step in the right direction.

“I want to get a trade under my belt because I'm sick of going job to job because I don't have any qualifications. Neighbourhood Jobs has landed me this. I'll get my qualification and see where it takes me. This isn't exactly what I wanted to do, but I'm enjoying it so far and it's taking me somewhere,” she says.

After some bad experiences in the construction industry, including underpayment and gender discrimination, Grace is extremely grateful for the opportunities she's got through Neighbourhood Jobs and Cassola Kitchens—particularly because of coronavirus. She urges other young people struggling at school to consider Neighbourhood Jobs as a pathway to a career.

“If the Neighbourhood Jobs program is available, a hundred percent do it...because that's what got me here. And it is a great program. You work with great people and it doesn't really feel like work.”





“Lots of people are out of work at the moment because of coronavirus. I feel very lucky to have landed a job in the middle of it.”

GRACE – NEIGHBOURHOOD
JOBS PARTICIPANT

A stepping stone to a secure job

We create housing solutions

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

With homelessness continuing to increase across Western Sydney, so is the need for more social and affordable housing. That need is set to grow even more dramatically in the months and years ahead, as more people find themselves out of work and in financial distress as a result of the COVID-19 pandemic.

Wentworth is a leading provider of community housing across the Nepean, Hawkesbury, Blue Mountains and Lithgow regions. This year our portfolio of 2,389 properties housed a total of 4,526 people.

In addition to our bricks and mortar development projects, we are also exploring a range of innovative projects and partnerships that will help meet the housing needs of our communities into the future.

St Marys micro-unit complex

Construction began this year on our micro-unit complex in Chapel Street, St Marys.

The project is jointly funded by Wentworth and the Department of Communities and Justice (formerly the NSW Department of Family and Community Services) through the Community Housing Innovation and Leverage Capital Funding program. When complete, it will provide 16 micro-units as well as common living spaces for women over the age of 45 in need of social housing.

We are proud to report this project began on schedule and has continued uninterrupted throughout COVID-19. It is providing vital employment opportunities in Western Sydney at a time when so many other workers have lost their jobs or been stood down.

The complex is expected to be completed by September 2020.

Garden Flats

Following the encouraging level of interest in our 2018 Garden Flats Expo, this project moved to a pilot phase in 2019-20. Taking on board feedback from interested parties, we developed a new, innovative financing model to make building a Garden Flat more viable and attractive.

Working in partnership with HOW – Nano Homes as part of the Heading Home initiative, Wentworth's first tenant was successfully housed in a Garden Flat in June 2020. The project was also in the media spotlight when it featured on Seven Network's *House Rules* program. See the case study on page 42 for more on this.

Tiny Homes

This project received a significant boost this year with Sunrise Rotary Club of the Upper Mountains coming on board as a fundraising supporter. TAFE NSW Western Sydney have also expressed interest and in-principle support.

Discussion with landowners, the NSW State Government and other community partners are ongoing as we work to secure a suitable site and support for a tiny homes pilot village.



Affordable housing in Rouse Hill

Plans to develop an affordable housing project on Wentworth-owned land in Rouse Hill progressed to the next stage this year. After refining our original concept, we presented our vision to a design review panel made up of representatives from local council and master developer The GPT Group.

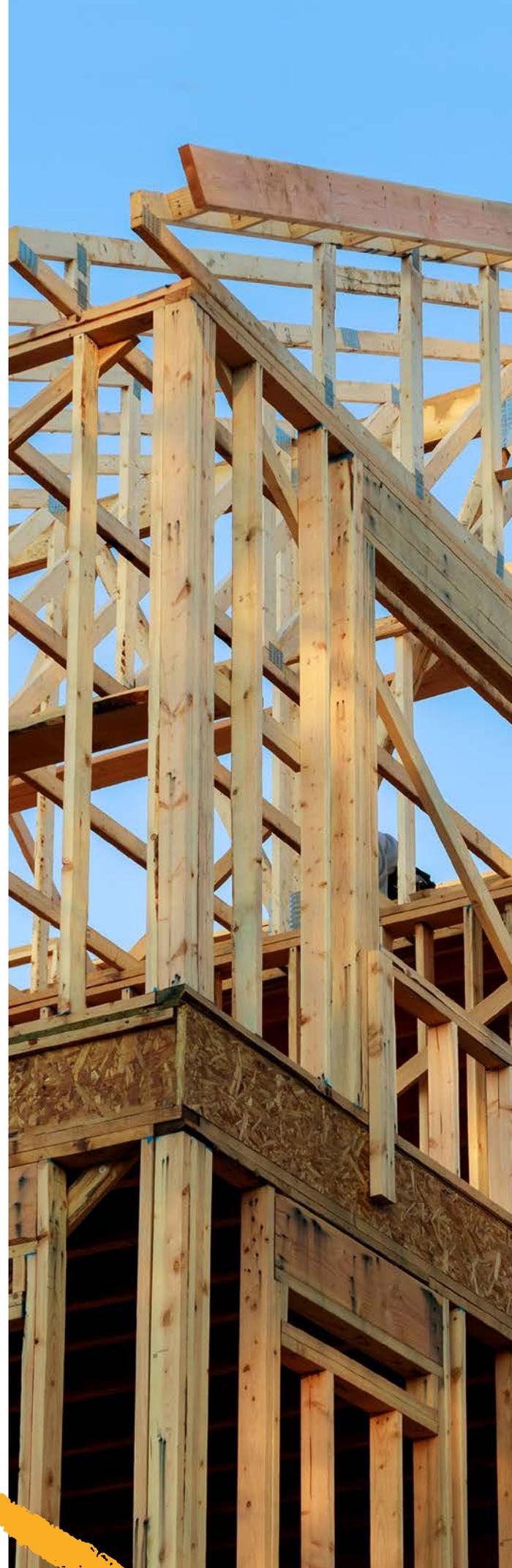
On the back of positive feedback from the panel, we are now progressing the design in anticipation of lodging a development application early in the new financial year.

Our affordable housing project will form part of a larger Rouse Hill Town Centre development, near the recently opened Sydney Metro Station.

Safe Places Grants

Wentworth submitted three project proposals to the Commonwealth Government's new Safe Places Emergency Accommodation Program, which was announced in November 2019. With a commitment of \$60.4 million, this program will provide capital grants to fund the construction of new emergency and crisis accommodation or the renovation and repurposing of existing services for women and children experiencing domestic and family violence. With a strong focus on access to specialist support, proposals that bring additional funding, whether in-kind or cash, and which are located within areas of high, unmet demand, will be prioritised.

Wentworth's three proposals are located in the Hawkesbury, Lithgow and Blacktown and include new construction projects, as well as repurposing of existing accommodation. All three proposals have some support from various partners including the Department of Communities and Justice (DCJ), West Connect Domestic Violence Service, Lithgow Community Projects and local support services.



IN THE YEAR AHEAD

In the coming year we will learn the outcome of our applications for Commonwealth grants under the Safe Places initiative.

In 2020–21, we will continue to explore development opportunities that could contribute to our pipeline of affordable housing projects. We will also look for ways we might be able to access potential government stimulus measures designed to combat the economic impacts of COVID-19 to help us progress our projects and initiatives.

In early 2019, Lionel was facing homelessness after losing his job as a result of chronic health issues. Now he's our first Garden Flats tenant, moving into a low-cost garden flat in Penrith.

With the stability of a three-year contract, and more affordable weekly rent, Lionel couldn't be more grateful.

"I never thought I would get this. I always thought someone else deserves it more than me."

Lionel first connected with Wentworth in 2019 when his flatmate moved out and he was struggling to pay the rent on his own. Our caseworker Joseph helped him find and move into a new private rental property. Joseph has continued to support Lionel to apply for government housing and other financial assistance to help him cover his living and medical expenses. When Joseph saw the chance for more affordable weekly rent for Lionel through Wentworth's Garden Flats initiative, he immediately suggested it to the proud Kamilaroi man.

Wentworth has been exploring the concept of low-cost garden flats for people on very low incomes for a number of years. Since hosting an expo in November 2018, the team has been providing information to interested property owners while exploring innovative funding models. When an opportunity came up with a property owner in Penrith, the team took the chance to put their ideas into action. The Seven Network's home renovation program *House Rules* also jumped on board—making the construction and styling of the flat a challenge in its 2020 season.

Lionel moved into his new home, built from two shipping containers, in June and is already noticing the difference some extra money and space makes.

"Financially, [my previous place] was more expensive. Now I can eat properly. Before I couldn't afford healthy food. I've also got a little bit of money to help me visit people. I didn't have money to do that before," he says.

"It's also good to be able to have visitors. In the other little place, there wasn't room for visitors."

Joseph also couldn't be happier with the outcome for Lionel, who has become more than just a client to him.

"This place is affordable for Lionel, and it's closer to the hospital for his appointments, and the shops. Also being able to have his family around is important. But the journey isn't over yet. Lionel has three years here and then we'll get him into social housing."

Lionel believes affordable homes like his are a good option for older Australians on low incomes.

"I definitely would support more little places like these for people like me. I feel comfortable and safe, and I love it out there on the verandah in the sun."

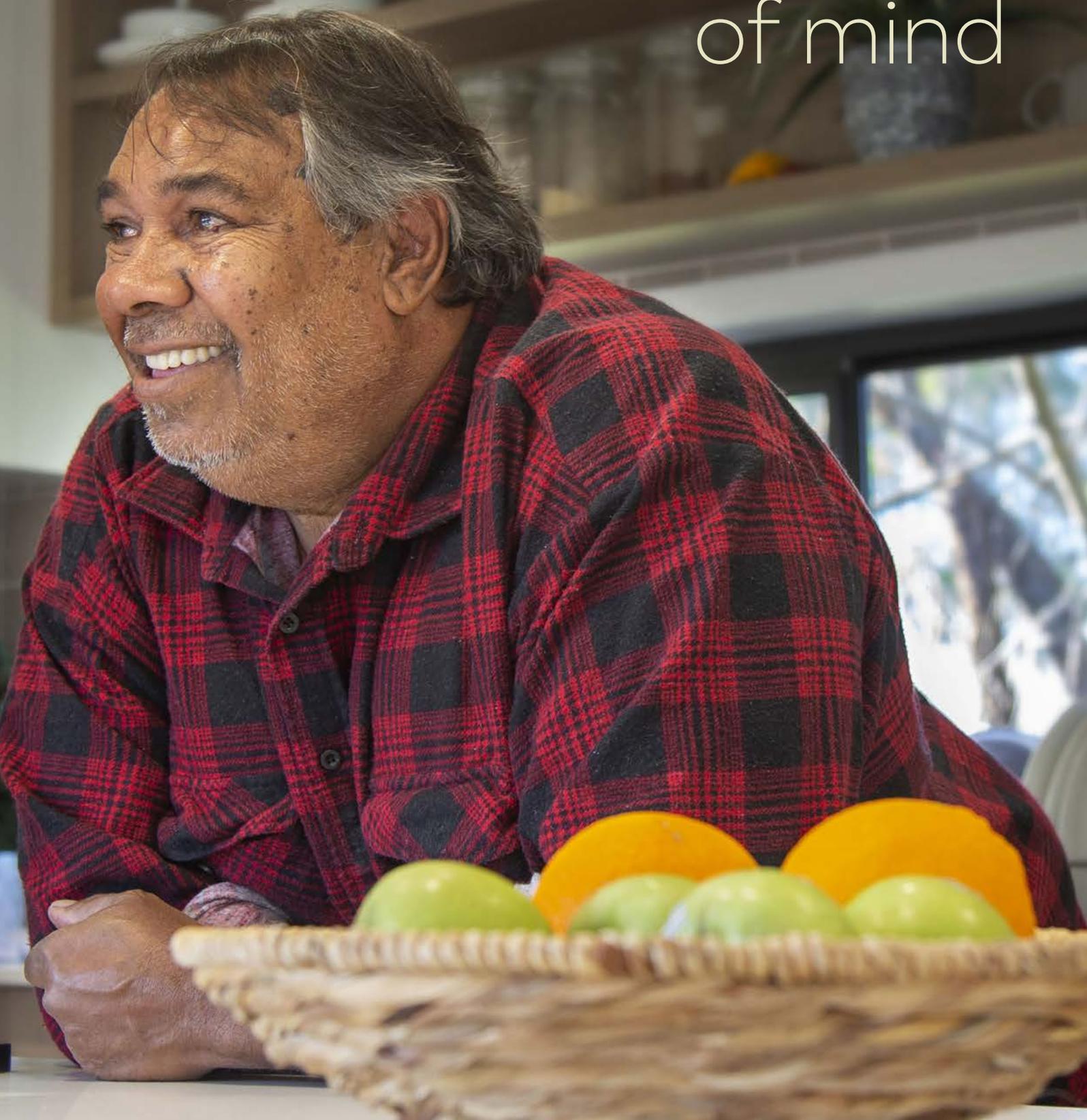
Wentworth is working on a second Garden Flats pilot project and is connecting with homeowners who would like to do good while also making a financial return. Once these pilots are evaluated, we will explore investment opportunities to scale the model.

TO DISCUSS OPPORTUNITIES TO JOIN THE PILOT, PLEASE CONTACT US.

"I definitely would support more little places like these for people like me. I feel comfortable and safe, and I love it out there on the verandah in the sun."

LIONEL – OUR TENANT

A stable, affordable home brings peace of mind



We reduce homelessness

Delivering innovative and sustainable solutions for resolving and preventing homelessness.

Preventing homelessness in the communities we serve is a key priority for Wentworth. We help people in the Penrith, Hawkesbury and Blue Mountains regions to find a place to call home—and empower them to rebuild their lives by connecting them with the services and support they need.

As a lead homelessness agency in Western Sydney and surrounding regions, we deliver direct services aimed at supporting people through each stage of their journey—from homelessness into secure, long-term housing.

Our Assertive Outreach team goes out into the community and meets people where they are staying, whether that's in a park, car or on a friend's couch. We engage with them and help them secure long-term tenancies.

Most people are supported into private rental homes, while some move into social housing. We also have a small number of properties which people can live in for up to 12 months whilst they stabilise their situation and find long-term housing.

We connect people with the services they need to deal with challenges in their lives that may relate to physical and mental health, family connections, employment, financial difficulties, alcohol or drugs, or relationships.

In addition, we work with people struggling to sustain their tenancies in the private rental market. Our aim is to help people stay in their homes by resolving issues they might be having in their tenancy and providing support to stabilise their tenancy or help them move if the property is unsuitable.

We also play a leadership role in community-wide initiatives aimed at eliminating homelessness across the communities in which we work.

Response to COVID-19

Despite significant challenges, we have continued to deliver our full suite of homelessness services throughout the COVID-19 pandemic without interruption. Our Penrith office has remained open to those experiencing homelessness and our staff have continued street patrols and to respond to notifications of people sleeping rough.

Keeping these services running has been a key priority for Wentworth, as we understand how critical they are to the mental health and wellbeing of a vulnerable population within our community. By re-engineering the way we do things, and putting strict health and safety protocols in place, we have been able to continue this important area of our work, while keeping both clients and staff members safe.

Homelessness services and support

Wentworth delivers three Specialist Homelessness Services in partnership with other agencies and organisations working in this area. We are the lead organisation in two of these services.

This year, through these services, Wentworth and partners provided support to almost 800 people who experienced or were at risk of homelessness, of which Wentworth directly supported 529.

Adult Homelessness and Housing Support Service

268 PEOPLE SUPPORTED BY WENTWORTH

This service supports people who are homeless or at risk of homelessness. Working in partnership with West Connect Domestic Violence Services and the Community Restorative Centre, we help people secure a home, connect with their communities and rebuild their lives.

This is achieved through initiatives including early intervention, prevention, rapid rehousing, intensive support, assertive outreach and transitional housing.

Tenancy Support Service

83 PEOPLE SUPPORTED BY WENTWORTH

This service is targeted at people in the private rental market who are at risk of eviction. Working in partnership with Lithgow Community Projects, The Gender Centre and Platform Youth Services, we help people to sustain their tenancies through a range of early intervention strategies.

We also work with those who have recently become homeless, linking them with real estate agents so they can quickly re-enter the private rental market. We also build the capacity of like-minded organisations in the area to support people in the private rental market and work with the real estate industry.

Nurreen

178 WOMEN AND CHILDREN SUPPORTED

This service provides specialist support for women and children in the Hawkesbury region who are escaping or experiencing domestic violence. It is delivered in partnership with West Connect Domestic Violence Services.

We also have one transitional home where women and children in need of safe accommodation can stay for up to 12 months while they stabilise their situation and secure long-term housing.

We also provide domestic and family violence support to women who remain in their own homes.



Other support

Wentworth provides additional casework support and access to housing information forums such as Homelessness Hubs in Penrith and the Hawkesbury. This is over and above the work we do through our three Specialist Homelessness Services.

We also continue to support the Baptist Church of South Windsor's Baptist Emergency Accommodation Ministry (BEAM) by assessing referrals to the service and providing case management support. This service provides short-term accommodation to those facing a crisis and living in the Hawkesbury area.

Hawkesbury encampments

In 2019–20, Wentworth joined a cross-agency project led by Hawkesbury City Council to rehouse people who had been sleeping rough in tent encampments across the Hawkesbury area for a number of years.

The project was modelled on a similar, successful initiative sponsored by Member for Penrith The Hon. Stuart Ayres MP and led by Wentworth in 2018 to house people living in the Judges Car Park, Penrith. The Hawkesbury tent encampment project brought together local service providers and stakeholders including Wentworth, Department of Communities and Justice (DCJ) Housing, the Windsor Police Area Command, NBM Local Health District Mental Health, Platform Youth Services and local charity, Hawkesbury Helping Hands. Homelessness NSW were also involved in an observing role.

Of the 31 people we met, 28 people engaged with us and only two remained in residence at the encampment on the final council clean-up day. Twenty-four people were housed through the project.

Many of the people housed had been living in their cars, parks and other public spaces for a number of years and were experiencing deteriorating physical and mental health. Finding them a safe, stable home is the first step to rebuild life and reconnect with family and community. The success of the project also means several community places in the Windsor area have been returned to the community including Macquarie Park, the Grandstand, South Creek and the boat ramp.

Special mention goes to our Assertive Outreach team, who helped make this project possible at the same time as continuing to manage all of Wentworth's business as usual work in the homelessness space. Representatives from Hawkesbury City Council and the other agencies involved in this project complemented them on their hard work and professionalism.



In recognition of this project, Wentworth was invited to present:

- at a Masterclass on Designing Specialist Homelessness Services (November 2019) with Hawkesbury City Council
- at the Mental Health Summer Forum (February 2020) with the Local Health District Mental Health
- as part of an expert panel at the Homelessness NSW State Conference (February 2020)

It's No Place to Call Home

As part of our strategic alliance with Western Sydney University, Wentworth is participating in a research project investigating our recent projects designed to house people from tent encampments in Penrith and the Hawkesbury.

The project, known as *It's No Place to Call Home: ending tent cities*, has been made possible thanks to a generous \$40,000 contribution from a philanthropist.

Researchers will interview all agencies that participated in the projects in order to map the process and draw out key lessons. Wentworth will also contribute information on housing outcomes and, where possible, participant wellbeing. The aim is to identify key components that contributed to the success of these projects and how the model might be adapted to suit local conditions.

The research will be the first of its kind to examine a model to rehouse people from tent cities in Australia. It will add significantly to the body of knowledge on what works to end homelessness and tent encampments in particular.



Together Home

In early June, Wentworth was selected to partner with the NSW Government to deliver Together Home, a two-year project providing stable housing and essential support services to people who have been sleeping rough during COVID-19.

Wentworth joins 18 other Community Housing Providers, Specialist Homelessness Services and health services participating in the \$36 million program, announced by The Hon. Gareth Ward MP, Minister for Families, Communities and Disability Services. Wentworth has been given 20 housing and support packages to provide people living on the streets with rapid rehousing through our current leasehold programs, as well as wrap-around support services to assist in sustaining the tenancy and achieving long-term housing and support goals.

IN THE YEAR AHEAD

With COVID-19 sending our economy into recession, the number of people in Western Sydney struggling to put a roof over their heads or sustain their tenancies is set to dramatically increase.

Wentworth will continue to deliver on our commitment to those in the communities we serve who need help finding a safe, secure home. We will also continue to explore and progress innovative projects that will help meet the changing housing needs of the people who depend on our support.

We will begin our work as part of the NSW Government's Together Home project, supporting rough sleepers to find a home and maintain their tenancy.

When he first reached out to Wentworth, Adam had hit rock bottom. After years spent sleeping on couches and in the back of his car, all while battling chronic health issues, Adam decided to visit one of our Homelessness Hubs. It was the first step on his journey into housing assistance.

Adam's troubles began when he fled a house that he shared with two violent flatmates, fearing for his safety. With nowhere else to stay, he spent much of the next two years living in a friend's shed. During this time, he developed a severe case of pneumonia, which led to pleurisy. He was diagnosed with aggressive prostate cancer soon after and needed urgent surgery.

Fearing they would be left to care for the 68-year-old when he came out of hospital, Adam's friends asked him not to return to the shed after his surgery. When he was discharged after his operation, he had nowhere to call home.

"I was sleeping in the back of my car with a catheter," Adam says. "I just wanted to die at that time."

Prior to his prostate procedure, Adam had read about Wentworth's Homelessness Hub in the local newspaper. Having never had to seek housing support previously, he decided to go along. There he met our case worker Christy.

While she supported Adam to put together his application for housing assistance, Christy also explored emergency accommodation options for Adam's recovery period. Luckily the Baptist Emergency Accommodation Ministry (BEAM) in South Windsor had a room available. Adam spent the next six months living there while he waited for his application for housing assistance to be approved.

During this time, Adam was also diagnosed with osteoporosis and gangrene in his foot, which severely limited his mobility.

As his time at BEAM was coming to an end, Christy managed to arrange transitional accommodation for Adam in a private rental ground floor apartment in South Windsor, close to shops and transport.

When his priority housing application was approved, Christy then negotiated for the unit to become permanent. Adam now has a safe, secure place to call home—and says he couldn't be happier.

"It has changed my whole life and attitude. I can stop worrying and stop being depressed. I'm happy as a pig in mud because I have my own home."

Having a place of his own has allowed Adam to spend more time doing the things he loves.

"I've got back into my hobbies. I play guitar and write songs. I make dioramas. And I've got a place for my family to visit."

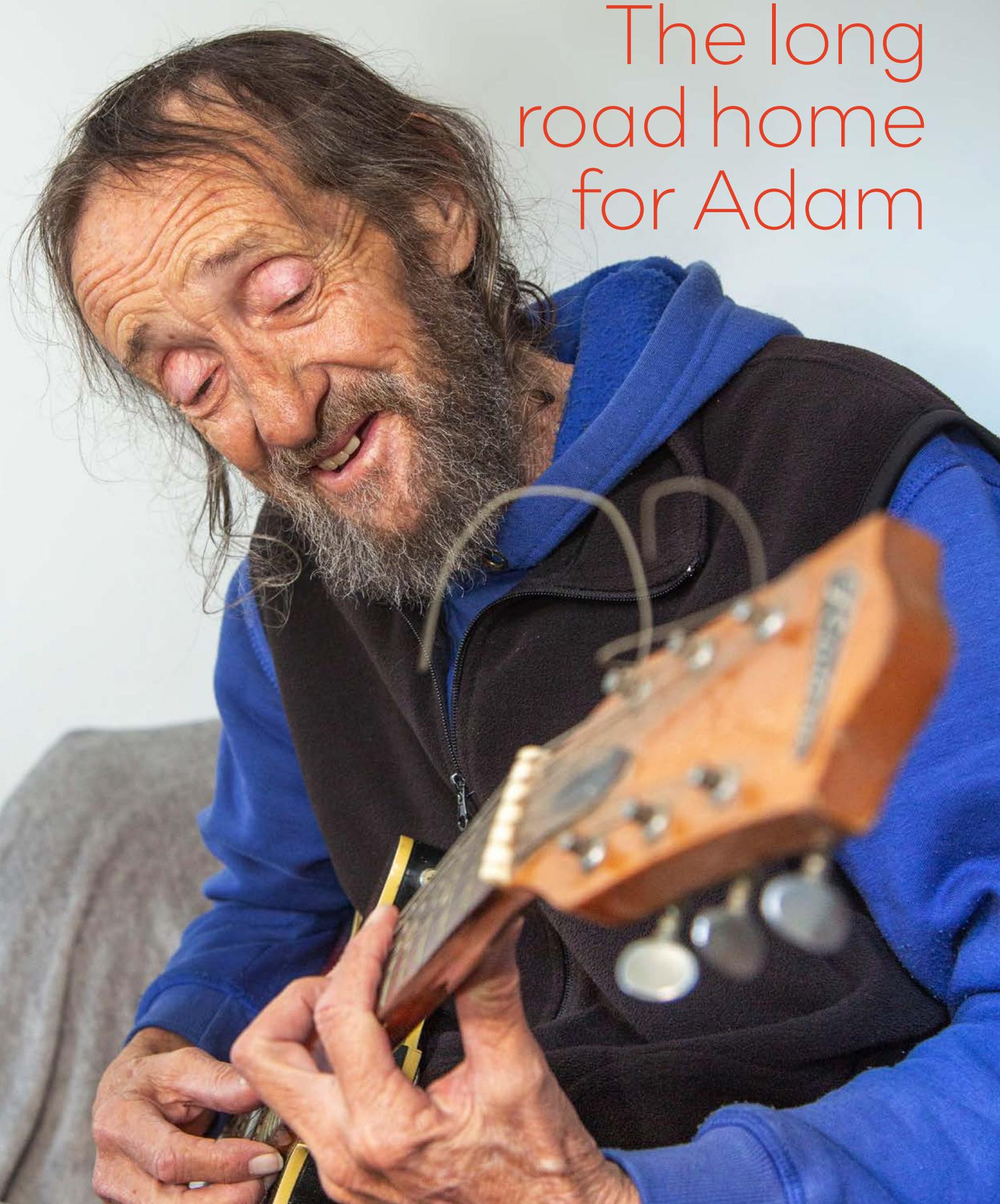
Adam is grateful for the support from Wentworth and Christy, and his wonderful community of neighbours who are always there to help him.

"I don't know what I would have done honestly. Now I feel great about the future. I just love everything about my home because it's my home and it's safe and it's secure."

"It has changed my whole life and attitude. I can stop worrying and stop being depressed. I'm happy as a pig in mud because I have my own home."

ADAM – OUR TENANT

The long road home for Adam



We build organisational capacity

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

Our people

Wentworth's staff are our most valuable asset. We recognise that looking after our staff will directly impact our clients. We work hard to ensure each staff member feels supported and respected in their role, and aim to provide the resources, training and support they need to work effectively and efficiently, while also encouraging positive health and wellbeing.

Response to COVID-19

This year, the COVID-19 pandemic saw our workforce adapt to a whole new way of working. A large proportion of our staff are usually out on the road visiting tenants and clients and supporting vulnerable people who may be homeless or at risk of losing their tenancy. We needed to find new ways to connect with each other and our communities, and to ensure all of our staff could continue to work productively from home.

One of the first initiatives we introduced as the pandemic started to unfold was the COVID-19 Response Committee. This group of senior managers is responsible for leading and overseeing Wentworth's response to the COVID-19 pandemic.

From practical solutions such as how to transition staff to working from home and monitoring government health updates and the impact to both staff and our clients, to developing and implementing strategies to mitigate risks for the organisation, the committee has been crucial in successfully navigating Wentworth through this period of uncertainty. At the time of writing, with restrictions lifting, the committee is focused on establishing principles and guidelines to assist staff in returning to the office and face-to-face engagement with clients.

On a practical level, to support our staff to work from home, each person was provided with a laptop, keyboard, mouse and mobile phone. Additionally, a \$250 contribution was distributed to all staff to be used to purchase an office chair or computer monitor to enable them to work comfortably and safely from home.

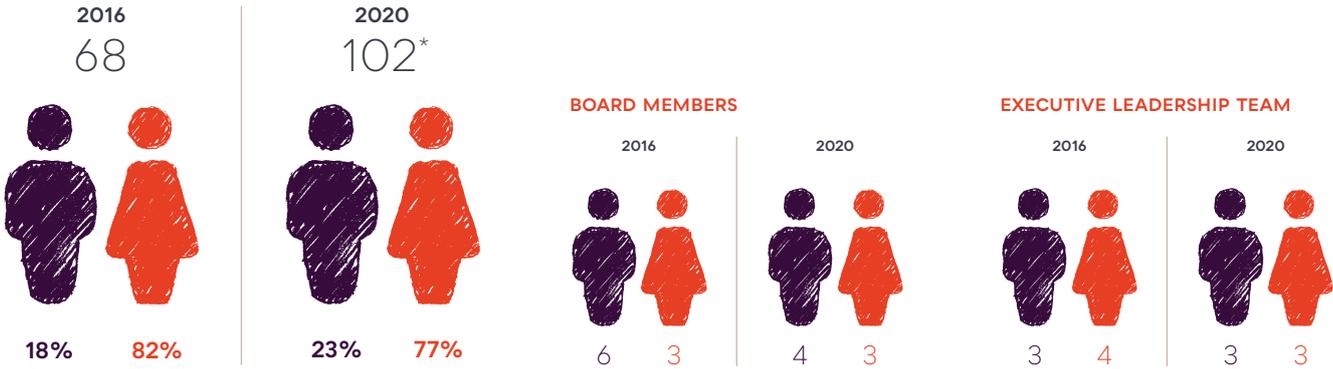
Keeping our staff engaged was also a priority. Fortnightly Microsoft Teams meetings were held to ensure all staff were kept up to date on Wentworth's activities and response to COVID-19. We also facilitated virtual staff bonding sessions via the online platform MeetUp to ensure those feeling isolated, anxious, or in need of company, could stay connected during lockdown.

We introduced a feedback tool from Human Synergistics, known as the Connection Meter, as a way for staff to provide feedback on how they were feeling about the pandemic and new work arrangements. The survey was a good way to keep in touch with staff, track how they were feeling and identify challenges or issues related to working from home before they escalated. The 11-question online survey was rolled out fortnightly over two months, with scores improving overtime. Our overall connection score—which aims to show how strongly connected staff feel to the organisation and each other—increased from 71% to 84% over the four surveys.

Our workplace profile

ALL DATA IS AS AT 30 JUNE 2020

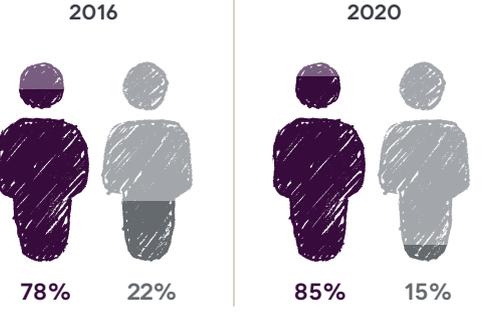
Number of staff



*Some new roles were created this year, and additionally, other roles were filled to cover maternity leave or extended periods of leave, resulting in two people occupying one role and, as such, a higher employee count.

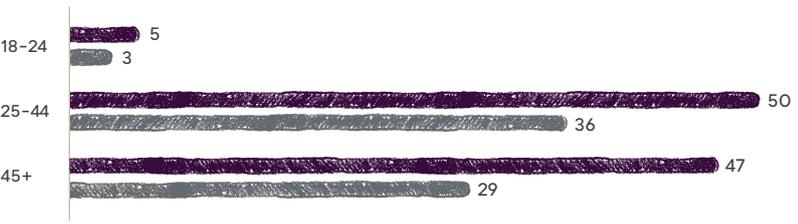
Employment status

● Full time ● Part time



Employee age

● 2016 ● 2020



Years of service

● 2016 ● 2020



Recruitment and onboarding

We have continued to grow our workforce across all levels, including recruiting for a number of key management positions. We have made a conscious effort to support internal opportunities for growth and career progression, recognising that the skills and corporate knowledge of our staff are crucial for our success. Of the 49 positions recruited in 2019–20 (including internal secondments for short term projects), 45% were filled internally.

We have streamlined the onboarding process for new starters by moving this online to our Human Resources Information System (HRIS). Using the onboarding module, new starters are now able to accept their offer of employment, sign their employment contract, and complete all of their new starter paperwork, such as tax and superannuation forms, electronically. This proved particularly useful and efficient for the new staff we brought on board during the COVID-19 pandemic.

Staff Engagement Survey

Our annual staff survey was conducted by The Voice Project in December 2019. A number of key areas saw significant improvement in staff satisfaction, indicating our efforts to evolve the Wentworth culture and provide staff with the support, tools and training they need to do their jobs well is having a positive impact. Career opportunities and recruitment and selection were two areas where significant improvements were reported compared with the 2018 Survey.

We also continued to rate well above the industry benchmark in areas including safety, teamwork, Board and governance, staff involvement, risk management and resources.

Change Advisory Group

This consultative staff group, established in 2018, has continued to be an important way to gather valuable staff input on the impact of organisational change across the business in order to address challenges. This year, members were consulted on the implementation of the Castleton Housing system and the integration of Lithgow Community Housing, among other projects.

Policies and procedures review

We continued to review and update our suite of People & Culture policies and procedures. This has been an extensive project to bring important staff resources and guidelines in line with best practices, and to ensure our staff know and understand all aspects of their employment from recruitment policies to what is expected of them in their day-to-day roles.

Learning and Development

We have continued to deliver a range of internal and external training opportunities so staff can learn new skills or refresh their knowledge about areas related to their work. We partnered with the Crisis Prevention Institute, Australasian Housing Institute and Centre for Training in Social Housing on the delivery of important training to help our frontline teams better manage challenges with clients and tenants around issues such as escalating behaviours, aggression, preventing debt, managing arrears and preparing for tribunal hearings. For our Senior Leadership Team and relevant administrative staff, the Australian Institute of Company Directors delivered a valuable course focused on best practice Board reporting.

In addition, we ran regular training courses on a range of topics to ensure staff skills and knowledge were kept up to date.

All staff can now keep track of their completed training courses from within the online HRIS and apply for relevant opportunities through the online module. This is making it easier for staff and managers to identify future learning and development needs.

Our new e-learning platform means staff can access a library of short online courses whenever it is convenient for them. Our library currently includes courses on a range of work-related topics such as verbal and written communication, health and wellbeing, leadership and digital/IT skills. For new starters, the e-learning platform incorporates key induction training requirements including courses on Wentworth's field work safety procedures, appropriate workplace behaviour, cyber-security, and how to set up an ergonomically sound workstation for home-based work during the COVID-19 pandemic.

	2019–2020
Total individual participants on programs	573
Internally run	383
Externally run	190

Developing our leaders

During the COVID-19 pandemic, supporting our leaders to have the skills to manage effectively was a priority. We organised two leadership training opportunities to specifically address this challenging time.

In April and May, 24 managers comprising our Senior Leadership Team and Team Leaders, participated in a leadership program focused on supporting managers to lead effectively during the COVID-19 pandemic. The program was delivered via Zoom by Sydney-based leadership consultancy Maximus and covered topics around uncertainty, resilience, staying connected and productive, transitioning effectively and leading impactfully. The program was presented in five weekly, two-hour sessions, with each session and additional resources available for managers on an on-going basis. Feedback on the content and delivery of the program was positive, with participants commenting it was beneficial to be able to come together as a group to discuss the challenges and successes of leading during the COVID-19 environment.

In June, the Executive Leadership Team participated in Leadership Roundtables, facilitated by consultant Heather Forton, who has worked with the Wentworth Board and leadership over the last five years. The roundtables presented the opportunity for this group of senior staff to reflect on their leadership skills and explore ways to increase their effectiveness as leaders within Wentworth.

Staff wellbeing

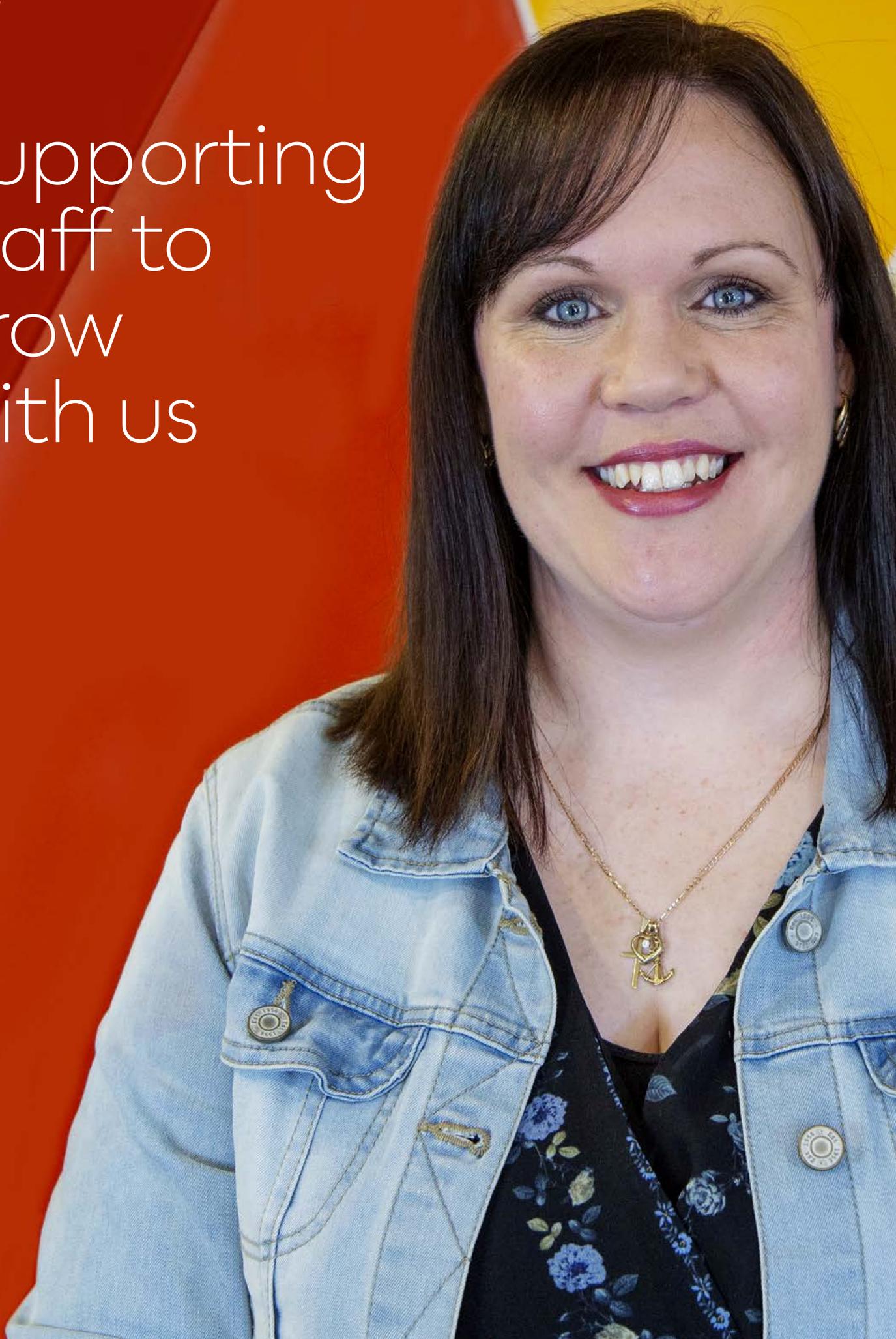
Our Wellbeing Program is one of our most successful initiatives with widespread staff uptake and engagement. Through this program, we provide a wide range of activities and services to support the physical and emotional wellbeing of staff and encourage bonding and positive morale.

Examples of the initiatives we provided this financial year include: welcome gifts for new starters, staff team bonding day, on site massages for staff at all offices, ergonomic presentations and individual workstation assessments. We also continued staff recognition awards and provided access to a confidential Employee Assistance Program and associated Ambassador Program, where volunteer staff are trained to support their colleagues who may be facing challenges.

IN THE YEAR AHEAD

In the coming year we will continue to focus on consolidating the initiatives we have implemented over the past few years. Informed by the results of our most recent staff engagement survey, we will explore ways to improve our performance across all areas. We will also continue to focus on staff development and career opportunities to ensure our staff are highly skilled and feel motivated and supported in their roles at Wentworth.

Supporting staff to grow with us



“It’s been really challenging and really different to what I was doing before...a massive learning curve, but I love it.”

KATIE – TEAM LEADER,
ACCESS, HOUSING SERVICES

When Katie took on a new role at Wentworth in mid 2019, she never imagined it would mean dealing with a global pandemic. The coronavirus crisis has been an unexpected challenge of Katie’s first management role, but also one of many rewarding aspects of the past 12 months.

Since joining our Community Services team in 2017, Katie has been interested in forging a long-term career with Wentworth and making a positive impact. Moving into the role of Team Leader for the Housing Services Access Team gave her the opportunity—and challenge—she was looking for.

“I now supervise seven staff members who are responsible for different programs and roles. It’s been really challenging and really different to what I was doing before. It’s a massive learning curve, but I love it.”

With a background in social work, Katie previously supported clients facing or at risk of homelessness. While she is no longer working directly with clients, she says her skills as a social worker are just as important when it comes to supporting and managing her team.

“I use the same skill sets, the same approach, and the same values with my team to make sure they are supported to be able to do their jobs. It’s just a different context.”

Having spent much of the past 12 months supporting her team to feel connected, Katie says she is proud of the way her staff are now working together.

“When I started, the team was really disconnected, people were quite isolated and didn’t feel like they had a team to lean on or call on. The feedback now is that they are feeling a lot more connected with each other and feeling supported. That’s something I’m really proud of.”

Supporting her team to adjust to the coronavirus crisis is another challenge Katie is proud to have navigated. Katie was an enthusiastic participant in Wentworth’s special COVID-19 leadership program aimed at helping managers to get through the pandemic. She is grateful for the skills and advice provided through the five weeks of training—and the opportunity to share her experiences and hear from other managers going through a similar situation.

“The training provided some really helpful, practical tips that we could use with our teams to keep people motivated, engaged and help staff feel they are doing something purposeful and meaningful. I also liked being in a space where people were experiencing similar feelings and similar struggles. Being able to learn from each other was reassuring.”

With her team functioning well and her knowledge of the role growing daily, Katie says her to-do list for the coming year is all about completing long-overdue tasks to help her staff be more efficient and productive for clients.

“I think we do really important work and I think the staff really care about the work they do and the people they interact with. I’m proud to work for Wentworth and I’m proud to lead the team I lead.”

Our Board



Ken Gilbert

CHAIR FROM NOVEMBER 2018, APPOINTED FEBRUARY 2013

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

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

QUALIFICATIONS:

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

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



Brodie Druett

VICE CHAIR – FROM NOVEMBER 2018, APPOINTED NOVEMBER 2013

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

QUALIFICATIONS:

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

- Chair, Asset and Development Committee



Amanda Anker

APPOINTED JANUARY 2016

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

QUALIFICATIONS:

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

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



Dr Dianne Jackson

APPOINTED JANUARY 2016

Dianne is an experienced advisor, executive director, and leader in the social sector. She has held several national CEO roles focused on improving the lives of disadvantaged children, and was also formally Associate Professor and Director of Strategic Collaborations at Charles Sturt University.

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

QUALIFICATIONS:

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

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



Cameron Lamb

APPOINTED FEBRUARY 2013, RESIGNED EFFECTIVE FROM 1 JULY 2020

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

QUALIFICATIONS:

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

- Member, Asset and Development Committee



Aimee Lindfield

APPOINTED OCTOBER 2015

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

QUALIFICATIONS:

Bachelor of Business; Graduate Member of the Australian Institute of Company Directors (GAICD); Member of the Institute of Chartered Accountants of Australia (2007 – February 2019).

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



Andrew Sweeney

APPOINTED SEPTEMBER 2017

Andrew has over 35 years of experience in property. This includes 14 years at Lend Lease where he held Property Development roles on flagship projects like Sunshine Plaza, Rouse Hill Town Centre and Victoria Harbour. In 2005, Andrew co-founded Greengate to provide quality care-based housing for the elderly. He remains a Non-Executive Director of Greengate. He currently holds an executive role with Keppel Capital, a Singaporean property and infrastructure fund manager. Andrew is a director on a joint venture board with Australian Unity. In 2012 Andrew initiated Support Lindfield with other community leaders to create a new heart for the Lindfield, Roseville and Killara village.

QUALIFICATIONS:

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

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

Senior Leadership Team 2019–20

JULY 2020



Stephen McIntyre

CHIEF EXECUTIVE OFFICER

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

He is a Member of the Australasian Housing Institute, Australian Institute of Company Directors (MAICD), and Community Housing Industry Association (NSW) Board.

QUALIFICATIONS:

Stephen holds a Bachelor of Engineering (Hons), Diploma of Environmental Studies and Diploma of Management; and has completed the Company Directors Course.



Coralie Kelly

GENERAL MANAGER, CLIENT SERVICES

Coralie joined Wentworth after senior executive roles in corporate strategy, business transformation and commercial development in consumer services enterprises and major airports in Sydney and Manchester, UK.

She commenced her career as a Town Planner in Newcastle NSW, then worked in the Hunter New England region as the Community Housing Initiatives Manager, developing community-based housing and emergency accommodation for the then Department of Housing. In the UK, Coralie held a senior management role with The Housing Corporation and was responsible for a regional programme of needs-based funding for housing newbuild and rehabilitation projects.

QUALIFICATIONS:

Coralie has a Master of Business Administration (Manchester Business School).



Tony Smith

CHIEF FINANCIAL OFFICER

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

He is a Fellow of Certified Practising Accountants Australia, Institute of Chartered Secretaries and Administrators and Governance Institute of Australia, as well as a Member of Australian Institute of Company Directors (MAICD).

QUALIFICATIONS:

Tony holds a Bachelor of Business and a Graduate Diploma in Local Government Management.



Denise Hartman

EXECUTIVE MANAGER, PEOPLE AND CULTURE

Denise has worked in Human Resources for the last 25 years. Prior to joining Wentworth, Denise worked in financial services with Westpac, Rothschild Australia and BNP Paribas.

In 2014, she made a conscious decision to move to the not-for-profit sector, and was attracted to Wentworth because of the critical work it does within the community.

Denise is passionate about supporting staff to be able to do their jobs effectively. She has a particular interest in performance planning and management, organisational development, leadership and management development and career planning.

QUALIFICATIONS:

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



Eva Gerencer

MANAGER, COMMUNICATIONS AND PROJECTS

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

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

QUALIFICATIONS:

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



Sean Carty

EXECUTIVE MANAGER, HOUSING SOLUTIONS AND DEVELOPMENT

Sean has delivered social, affordable, and market-rate housing outcomes for over 15 years across Australia and the USA, delivering thousands of quality mixed-income homes.

Sean has held senior roles in the government and not-for-profit sectors in the New York metropolitan area and Greater Sydney.

With a background in end-to-end property development and asset management, Sean has extensive knowledge of government and Community Housing and expertise in delivering collaborative housing outcomes across all sectors.

QUALIFICATIONS:

Sean has a Bachelor in Financial Management and Master in Real Estate Development.



Heather Chaffey

DIVISIONAL MANGER, SUSTAINABLE COMMUNITIES

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

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

QUALIFICATIONS:

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



Tabarah Hotchkis

DIVISIONAL MANAGER, HOUSING SERVICES

Tabarah began her social housing career at Family and Community Services over 25 years ago and has held roles in housing services and project management for renewal and community improvement projects across Greater Western Sydney. With a background in customer service and business improvement, asset management and community regeneration, Tabarah has extensive expertise in forming partnerships with government and non-government agencies.

She has gained strong insights about the sector from working on the frontline and since joining Wentworth has a proven record of building and managing teams to enhance the client experience and organisational capabilities.

QUALIFICATIONS

Tabarah has a Bachelor in Applied Management, Advanced Diploma of Management and Diploma of Project Management.



Jenny Ranft

DIVISIONAL MANAGER, COMMUNITY SERVICES

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

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

QUALIFICATIONS:

Jenny holds a Bachelor of Social Work and a Master in Applied Science – Social Ecology.



Dragan Velkovski

DIVISIONAL MANAGER, ASSET SERVICES

Dragan has extensive experience in property development, residential construction and facilities management across the public, private and not-for-profit sectors. Dragan has sought to utilise his previous experience as a contract administrator, quantity surveyor and construction manager to contribute to working towards achieving social outcomes for some of the most disadvantaged in Sydney.

He is driven by an ambition to deliver innovative, efficient and quality asset management strategies that prolong the lifecycle of assets whilst also improving the customer experience. Dragan's resume in multi-disciplinary fields within the construction industry underpins a drive to utilise his knowledge of key sector principles to achieve robust outcomes for both business and clients.

QUALIFICATIONS:

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



David Parrish

COMPLIANCE & RISK MANAGER

David brings extensive experience in risk, governance, compliance, audit and operational management across multiple industries including asset management, not-for-profit, security and transport logistics. Skilled in operational and risk management, strategic planning and execution, regulatory compliance, quality management and continuous improvement.

David has excellent written and oral communication skills and possesses the ability to build relationships across all levels of the organisation.

QUALIFICATIONS:

David holds a Master of Business Administration, Graduate Certificate of Business, Advanced Diploma in Risk, Governance & Compliance and an International Certificate of Risk Management.



Jason Press

IT MANAGER

Jason has over 14 years of leadership experience in IT service management roles across the outsourcing, government, banking, internet service provider and telecommunications industries. He is strongly committed to implementing IT strategies and providing an efficient platform to allow people to work more efficiently.

QUALIFICATIONS:

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



Kugan Thiru

FINANCE MANAGER

Kugan has over 20 years of finance, operational management and leadership experience in the private and not-for-profit sectors, including with VISA, Mastercard, Citi, JP Morgan, Société Générale and TAFE NSW.

Kugan's expertise includes the ability to bring business and finance perspectives together, enabling high quality support and optimal outcomes. He is adept in financial control, company due diligence processes, business continuity management/transformation and re-engineering at an overall organisational level.

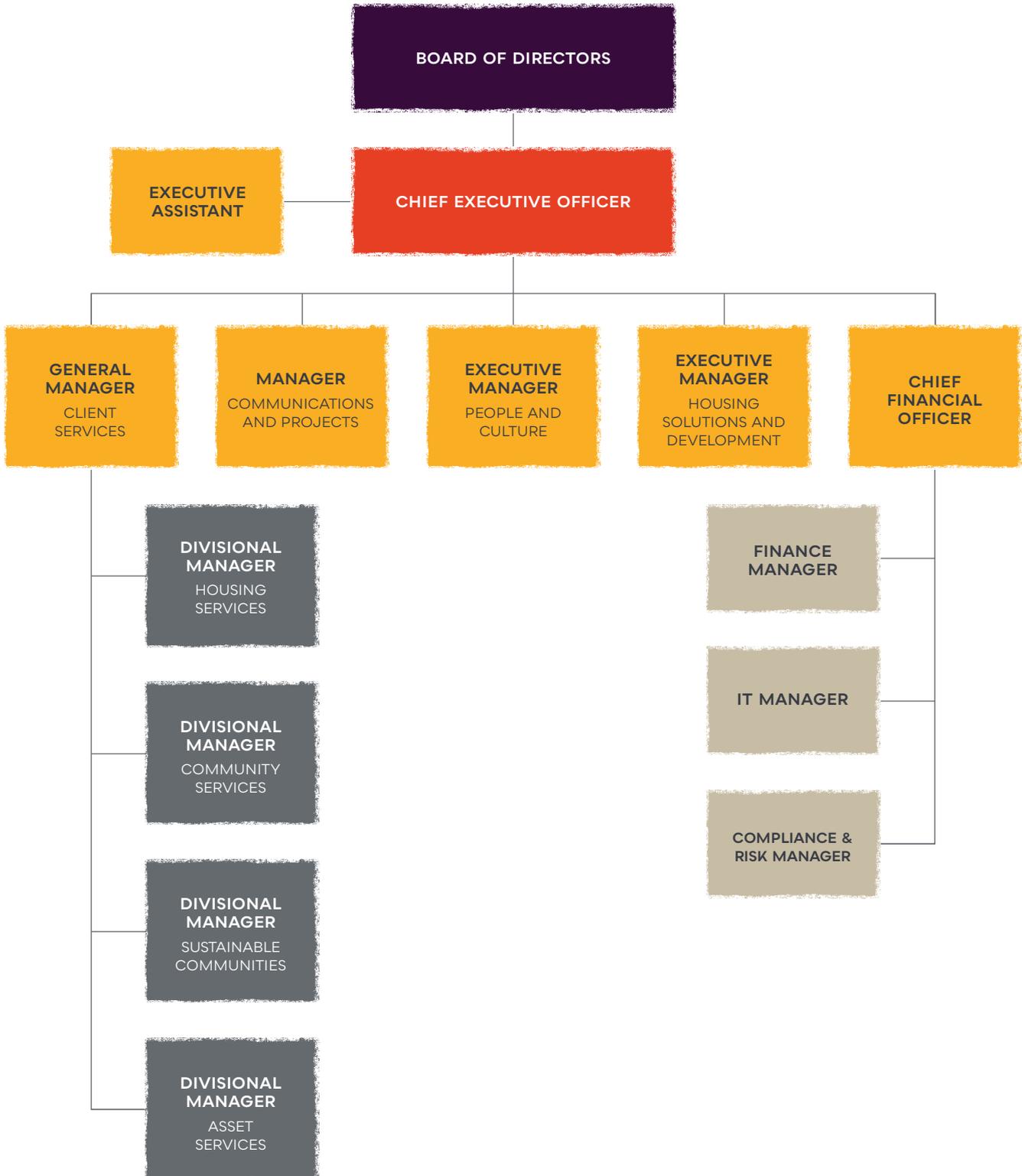
He is a Fellow of the Institute of Public Accountants (FIPA), Institute of Cost Accountants (FCMA), Institute of Financial Accountants (FFA) and Member of the American Institute of Certified Public Accountants (AICPA) and Chartered Institute for Securities & Investment (MCSI).

QUALIFICATIONS:

Kugan holds a Master of Business Administration, Master of Commerce, and Bachelor of Business Administration.

Organisational structure

Senior Leadership Team Overview



Communications

In 2019–20, a key focus has been refreshing key communications content and platforms to better reflect the needs of our tenants and clients. In a first for our organisation, all business units and tenants were actively engaged at every stage in the development of these communications pieces.

It demonstrates our ongoing commitment to the communities we serve in Western Sydney and beyond.

Response to COVID-19

Keeping our tenants and staff members safe during COVID-19 has been a key priority for our organisation. Throughout the pandemic, we have kept people informed about the latest health advice as well as changes to the way we are delivering our services. We have significantly ramped up both internal and external communications throughout this period across social media, direct mail and SMS platforms.

Our Communications team has also played a key role in Wentworth's COVID-19 Response Committee, which has done an exceptional job of guiding our organisation through the pandemic. This important work will continue as we negotiate the difficult recovery phase that will inevitably follow the health crisis.

New Tenant Handbook

A key project this year has been the development and launch of a new, improved tenant handbook. Developed over a number of months, this document has been redesigned to help tenants access the information they need more quickly and easily.

We consulted widely with tenants and a cross-organisational working group representing all business units to inform the development of the new handbook. In response to feedback, we refocused content into plain English and looked for opportunities to organise content in a clearer and more logical way.

We then ran focus groups with tenants prior to releasing the new document, ensuring the final product delivered on the key objectives we had for it.

New website

Work began this year on a new Wentworth website. Like our new Tenant Handbook, the content and layout of this project will be informed through consultation with our tenants and team members. Our key objective is for this key communications channel to better meet the needs of our tenants and other people who depend on us for support.

Media coverage

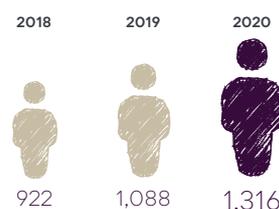
We had the opportunity this year to showcase our Garden Flats initiative on the Seven Network's *House Rules* program. As part of the "Grand Final Challenge", the contestants renovated a Garden Flat. The flat is now providing a home for a Wentworth community services client, the first to be housed under the Garden Flats project.

The episode was filmed in March and aired in May. It was fantastic exposure for this innovative and promising initiative, which has now moved into a pilot phase. We would like to thank HOW – Nano Homes and House Rules for partnering with us on this project, part of our broader commitment to the Heading Home initiative.

Social media

This year we employed a more strategic approach to posting, monitoring and analysing performance across our four social media platforms: Facebook, Twitter, LinkedIn and Instagram. It has driven continued growth in our audience and engagement across all platforms.

FACEBOOK FOLLOWERS



ZEST partnership

Wentworth continues to be a major partner of the ZEST Awards led by the Western Sydney Community Forum. These Awards celebrate the wonderful achievements of individuals and organisations working in the community sector across Greater Western Sydney. The 2020 Awards Ceremony has been postponed due to COVID-19 and will be held virtually in late 2020.

IN THE YEAR AHEAD

In 2020–21 we will push ahead with the revamp of Wentworth's website. Throughout this process, we will continue to liaise closely with tenants, clients and staff members to ensure the new site is user-friendly and fit for purpose.

A key focus for the year ahead will be how we can best communicate with tenants and keep them up to date with all the information they need.

Operational improvements

We invested in building a data warehouse system to improve the way we analyse data from different sources. The data warehouse allows property, client and tenancy data to be scrutinised against financial data to provide greater operational and strategic business insights. Different teams can then use this information to better manage our clients, tenants and housing portfolio with greater productivity and efficiency. The first stage of this project, which involved initial mapping and the use of tenancy and property information, was completed in June 2020.

To improve efficiency and productivity, we also introduced data management dashboards. These automatically generate real-time graphical interpretations of key performance indicators (KPI) to assist staff to understand the performance trends of processes such as property vacancy and arrears management. Accessed by staff and the management team, these user-friendly tools provide daily updated KPI and trend data at a glance.

Our Tenancy Management staff received training to learn how to use the dashboards to analyse specific data related to managing the tenancies within their portfolios. For example, the visual dashboards make it significantly easier for staff to understand the rent status of all households in their portfolio. They can quickly identify those households that may be falling behind in rent and prioritise assistance to these tenants in a timely and efficient manner.

Following Wentworth's merger with Lithgow Community Housing early in 2020, Lithgow's tenancy management data has been integrated with Wentworth's systems, financial reporting and performance management dashboards and compliance reporting.

Core systems

While COVID-19 has had an impact on all areas of our business, the work we have done over recent years implementing new systems and technologies meant we were well prepared to adapt to social distancing and other restrictions. New ICT platforms including Microsoft 365 have made the transition to working from home as seamless as possible—and in many cases, these new arrangements have sped up systems rollouts already underway.

The fact that the pandemic has not delayed a single deliverable is testament to how well our systems have served us during this difficult time.

A key focus for our business this year has been better management and utilisation of our data. In line with this, we implemented Microsoft's Power BI Business Intelligence program and are now working to develop and optimise the software to meet our business needs. Power BI allows us to

extract more useful information from the data we gather, which will support better strategic decision making across the business. It will also allow our staff to interact with clients in a more efficient and personalised way.

This year we also upgraded our Microsoft Dynamics finance system, to the WIISE version, a more corporate system which offers greater functionality and reporting capabilities. It will improve our internal controls and processes and generate greater efficiencies for our business.

This system comes with many reporting templates consistent with the business intelligence software, offering managers more seamless and real time access to financial data. Over time this will provide greater awareness of the financial implications of decisions.

We completed preparatory work for the implementation of Windows Virtual Desktop software, which will optimise the performance of our Castleton housing management system. We anticipate time efficiency improvements and a better user experience for our staff when it comes to supporting our tenants and clients.

These new systems provide us with increased capability to support future growth, a key strategic objective for our business.

IN THE YEAR AHEAD

The Windows Virtual Desktop software will be implemented in August 2020.

We will continue to explore the potential of Optical Character Recognition technology to automate the process of inputting key information into our various core systems. This will drive greater efficiencies across all areas of our business, and allow for more sustainable, manageable growth.

Risk Management

Wentworth's management of both strategic and operational risk is informed by our Strategic Risk Register and our Risk Appetite Statement. Taken together, these form our Risk Management Framework, which is based on the updated International Standard for Risk Management (ISO 31000:2018).

In recent years we have placed a high priority on communicating the importance of risk management to all staff members and delivering education and training around identifying and mitigating risks. This has resulted in an increased awareness across all areas of the business about what risk management is, and why it is so important to the health and future of our organisation. People now

understand clearly what they need to do to report risks and identify hazards associated with their roles.

Our Risk Management team played a key role in Wentworth's response to the coronavirus pandemic, with our Compliance and Risk Manager chairing our COVID-19 Response Committee. This committee was charged with:

- invoking our disaster recovery plan
- monitoring updates from the Federal and State Governments
- monitoring the health impacts of COVID-19 on our workplaces
- developing business continuity and incident response plans
- proposing initial strategies and actions to mitigate risks associated with the pandemic
- recommending temporary changes to policies, procedures and practices
- developing and implementing a communications strategy to keep our staff and tenants informed about our response plans to COVID-19.

This committee will continue to steer us through the pandemic and the recovery phase that follows.

Working with Risk Management provider, Protecht, this year we built and implemented a new Risk Management system. The new system automates our manual compliance, governance and risk registers. It will greatly improve visibility around compliance issues for all areas of the business and automate all required actions. That will allow us to be more efficient and proactive in responding to compliance issues. The new system has now gone live, and training for staff will be rolled out as soon as COVID-19 restrictions and workflow allow.

Work Health and Safety

We care about the physical and emotional health and safety of our staff. Our management of Work Health and Safety issues is guided by our Work Health Safety (WHS) committee, which includes representatives from every team within our business.

COVID-19 presented significant challenges for our organisation. In response, we introduced and ramped up policies and procedures designed to protect both tenants and staff members from the impacts of the pandemic. These included clear guidelines around social distancing, cleaning equipment and hand sanitising. We also provided packs and instructions for those who have continued to go out into the field during the pandemic.

The Finance, Risk & Audit committee is responsible for ensuring that Wentworth maintains a safe work environment. As requested by the committee this year, we engaged AON Risk Services (the risk management arm of our insurance provider) to perform a thorough, independent review of the WHS requirements for both Wentworth and Neighbourhood Jobs, commencing in July 2020. Neighbourhood Jobs in particular represents a new area of operation for our organisation, where young people are required to use potentially dangerous equipment. This review will ensure we have the right training, policies and procedures in place to keep these young people safe and meet all our WHS obligations. We expect AON's findings later in 2020.

Workplace injury incidents year on year

	2016-17	2017-18	2018-19	2019-20
Reporting incidents	27	29	22	17
Incidents resulting in injury	17	18	14	8
Average incidents per month	2.25	2.42	1.83	1.42
Injuries resulting in Workers Compensation claims	29%	33%	36%	63%
Most common injury type	Trip/fall (41%)	Environmental (33%)	Environmental (29%)	Stress (18%)
Most common injury location	Office & street path (29%)	Office (56%)	Office (64%)	Office (65%)

Statement of Governance

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

The Board's conduct is governed by Wentworth's constitution.

The Board is responsible for:

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

Committees

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

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

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

Ethical standards

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

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

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

Board performance review

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

Board composition and renewal

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

	KEN GILBERT	BRODIE DRUETT	AMANDA ANKER	DIANNE JACKSON	CAMERON LAMB	AIMEE LINDFIELD	ANDREW SWEENEY
Board Meetings held whilst a Director	10	10	10	10	7	10	10
Board Meetings Attended	10	10	10	9	6	10	9
Finance, Audit & Risk Meetings held whilst a Director	9	-	9	9	-	9	-
Finance, Audit & Risk Meetings Attended	8	-	7	8	-	9	-
Asset & Development Meetings held whilst a Director	7	7	-	-	5	-	7
Asset & Development Meeting Attended	5	7	-	1	4	-	6
Remuneration & Nominations Meetings held whilst a Director	1	-	1	-	-	-	1
Remuneration & Nominations Meeting Attended	1	-	1	-	-	-	1
Neighbourhood Jobs Meetings held whilst a Director	-	-	-	3	-	3	3
Neighbourhood Jobs Meetings Attended	-	-	-	3	-	3	3

Notes

Dianne Jackson attended one Asset and Development Committee meeting as an observer
Cameron Lamb was on a leave of absence from April – June 2020

Five year financial summary

	2020	2019	2018	2017	2016
Income and expenditure					
Operating revenue	33,947	33,559	34,531	32,241	31,000
Operating expenditure	(34,540)	(31,651)	(33,027)	(29,500)	(25,390)
Operating surplus/(deficit)	(594)	1,908	1,504	2,741	5,609
Capital grants income				8,381	3,060
Net surplus/(deficit)	(594)	1,908	1,504	11,122	8,669
Assets and liabilities					
Total assets	114,822	67,236	65,303	64,995	57,780
Total liabilities	32,507	10,956	10,931	11,796	15,702
Total equity	82,315	56,280	54,372	53,199	42,078
Cash flows					
Cash and cash equivalents at 1 July	17,921	21,305	21,150	26,497	27,604
Net cash from operating activities	10,876	3,575	4,295	7,941	6,630
Net cash from investing activities	(2,812)	(6,648)	(3,831)	(12,548)	(7,436)
Net cash from financing activities	(6802)	(310)	(310)	(740)	(300)
Cash and cash equivalents at 30 June	19,183	17,921	21,305	21,150	26,498
Ratios					
Current assets/current liabilities	1.25:1	2.48:1	3.01:1	3.09:1	2.63:1

Summary of FY2020 performance

Wentworth has maintained a strong financial position as evident by its net asset position of \$82.3m and its cash equivalent/financial assets of \$23.7m.

During the year the following significant activities occurred impacting the Financial Statements.

- 1 Owned properties were valued at fair value for the first time, increasing other comprehensive income and assets by \$26.6m.
- 2 The adoption of the Accounting Standard for leases that brought leases onto the balance sheet, increasing assets by \$17.2m and liabilities by \$17.9m. This impacted adversely on the operating position.
- 3 The impact of the pandemic reduced operating revenue (compared to expectations) due to reductions in rent associated with lower household tenant income.
- 4 Lower than expected revenue due to tenant rents not being increased in March 2020 despite Centrelink payments increasing by 1.5%. This was a measure to support tenants during the pandemic.
- 5 Staff costs increased with additional resources associated with the management of bad debts, the Lithgow merger and the filling of positions that were previously vacant.

Five year financial performance summary

Income



Expenditure



Assets



Liabilities



Financial report

FOR THE YEAR ENDED 30 JUNE 2019 | ABN 50 003 076 337

Directors

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

Kenneth Gilbert

Brodie Druett

Aimee Lindfield

Amanda Anker

Dianne Jackson

Andrew Sweeney

Chief Executive Officer

Stephen McIntyre

Company Secretary

Mark Langan

Registered charity street address and principal place of business

Borec House
Suite 1002, Level 1
Penrith NSW 2750

Auditor

Grant Thornton

Auditor's independence declaration



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W www.granthornton.com.au

Auditor's Independence Declaration

To the Responsible Entities of Wentworth Community Housing Limited

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Wentworth Community Housing Limited for the year ended 30 June 2020, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

Grant Thornton Audit Pty Ltd
Chartered Accountants

James Winter
Partner – Audit & Assurance

Sydney, 09 October 2020

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

FOR THE YEAR ENDED 30 JUNE 2020

	NOTES	2020 \$	2019 \$
Revenue from ordinary activities			
Government funding		6,931,519	21,304,983
Government funding and subsidies		54,563	1,215,565
Fundraising		25,933,411	522,174
Rental income		323,934	348,623
Management fees		703,104	741,630
Other revenue		19,839,090	23,042,722
Total revenue	2	33,558,972	33,558,972
Expenses from ordinary activities			
Employee benefits expense		(9,939,852)	(8,611,927)
Tenancy and property management expenses	4	(13,439,127)	(19,097,424)
Depreciation expenses	3	(7,748,743)	(1,545,360)
Other expenses from ordinary activities	5	(3,412,611)	(2,396,523)
Total expenses		(34,540,333)	(31,651,234)
Net surplus (deficit) for the year		(593,802)	1,907,738
Other comprehensive income			
Revaluation increment – land and buildings		26,629,068	–
Total comprehensive income for the year		26,035,266	1,907,738

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

Statement of financial position

AS AT 30 JUNE 2020

	NOTES	2020 \$	2019 \$
Current assets			
Cash and cash equivalents	6	19,183,428	17,921,204
Trade and other receivables	7	2,457,533	1,123,182
Other current assets	8	825,129	794,704
Total current assets		22,466,090	19,839,090
Non-current assets			
Property, plant and equipment	9	70,097,493	42,325,158
Right of use assets	10.1	17,249,297	-
Other non-current assets	11	5,008,940	5,071,815
Total non-current assets		92,355,730	47,396,973
Total assets		114,821,820	67,236,063
Current liabilities			
Trade and other payables	12	10,757,816	7,116,014
Borrowings	13	310,000	310,000
Lease liabilities	10.2	6,001,360	-
Provisions	14	883,047	560,298
Total current liabilities		17,952,223	7,986,312
Non-current liabilities			
Borrowings	13	2,445,000	2,755,000
Leasing liabilities	10.2	11,887,223	-
Provisions	14	222,117	214,760
Total non-current liabilities		14,554,340	2,969,760
Total liabilities		32,506,563	10,956,072
Net assets		82,315,257	56,279,991
Current liabilities			
Reserves		45,812,068	19,183,000
Accumulated funds		36,503,189	37,096,991
Total funds		26,035,266	1,907,738

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

Statement of changes in funds

FOR THE YEAR ENDED 30 JUNE 2020

	ACCUMULATED FUNDS \$	ASSET \$	GENERAL RESERVE \$	TOTAL FUNDS \$
Balance at 30 June 2018	35,189,253	-	19,183,000	54,372,253
Comprehensive income				
Surplus for the year	1,907,738	-	-	1,907,738
Other comprehensive income for the year	-	-	-	-
Total comprehensive income	1,907,738	-	-	1,907,738
Balance at 30 June 2019	37,096,991	-	19,183,000	56,279,991
Comprehensive income				
Deficit for the year	(593,802)	-	-	(593,802)
Other comprehensive income for the year	-	26,629,068	-	26,629,068
Total comprehensive income	(593,802)	26,629,068	-	26,035,266
Balance at 30 June 2020	36,503,189	26,629,068	19,183,000	82,315,257

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of cash flows

FOR THE YEAR ENDED 30 JUNE 2020

	NOTES	2020 \$	2019 \$
Cash flows from operating activities			
Tenant rents received		24,948,231	26,017,940
Sundry income		667,768	147,303
Government funded subsidies and grants		11,345,446	7,733,786
Payments to suppliers and employees		(26,469,330)	(31,020,064)
Interest received		383,407	695,564
Net cash inflow from operating activities	15	10,875,522	3,574,529
Cash flows from investing activities			
Acquisition of Investment Fund Units		3,013	(4,546,303)
Purchase of property, plant and equipment		(2,814,554)	(2,124,917)
Proceeds from the sale of property, plant & equipment		-	22,912
Net cash outflow from investing activities		(2,811,541)	(6,648,308)
Cash flows from financing activities			
Proceeds/(payment) from bank loan		(310,000)	(310,000)
Lease principal and interest payments		(6,491,757)	-
Net cash outflow from financing activities		(6,801,757)	(310,000)
Net increase/(decrease) in cash held		1,262,224	(3,383,779)
Cash and cash equivalents at the beginning of the financial year		17,921,204	21,304,983
Cash and cash equivalents at the end of the financial year	6	19,183,428	17,921,204

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

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Note 1: Summary of significant accounting policies

a Nature of operations

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

b General information and statement of compliance

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

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

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

The financial statements for the year ended 30 June 2020 were approved and authorised for issue by the Board of Directors on 2 October 2020.

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

The financial statements have been prepared using the measurement bases specified by Australian Accounting Standards for each type of asset, liability, income and expense. The measurement bases are more fully described in the accounting policies below.

c Changes in accounting policies

New and revised accounting standards and interpretations

In the current year, the Company has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period.

AASB 16 Leases

The Company has adopted AASB 16 from 1 July 2019. The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases and finance leases. Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position.

Straight-line operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets (included in operating costs) and an interest expense on the recognised lease liabilities (included in finance costs). In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117.

However, EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results improve as the operating expense is now replaced by interest expense and depreciation in profit or loss. For classification within the statement of cash flows, the interest portion is disclosed in operating activities and the principal portion of the lease payments are separately disclosed in financing activities. For lessor accounting, the standard does not substantially change how a lessor accounts for leases.

In applying AASB 16 for the first time, the Company has used the following practical expedients permitted by the standard:

- applying a single discount rate to a portfolio of leases with reasonably similar characteristics relying on previous assessments on whether leases are onerous as an alternative to performing an impairment review (there were no onerous contracts as at 1 July 2019).
- accounting for operating leases with a remaining lease term of less than 12 months as at 1 July 2019 as short-term leases
- excluding initial direct costs for the measurement of the right-of-use asset at the date of initial application, and
- using hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

AASB 15 contracts with customers and AASB 1058 Income of Not-for-profit entities

The Company adopted AASB 15 Revenue from Contracts with Customers and AASB 1058

Income of Not for- Profit Entities for the first time in the current year with a date of initial application of years beginning 1 July 2019.

The Company has applied AASB 15 and AASB 1058 using the modified retrospective (cumulative catch-up) method which means the comparative information has not been restated and continues to be reported under AASB 118 Revenue, AASB 1004 Contributions and related interpretations. The following practical expedients have been applied on transition to AASB 15 and AASB 1058:

For contracts modified prior to 1 July 2019, the Company has elected not to restate the contract for the modifications and has instead reflected the aggregate effect of all the modifications that occur before the transition date on 1 July 2019. There has not been a material change in the accounting of the revenue and income of the Company.

d Revenue recognition

Revenue recognition policy for revenue from contracts with customers (AASB 15)

AASB 15 requires revenue to be recognised when control of a promised good or service is passed to the customer at an amount which reflects the expected consideration. The customer for these contracts is the fund provider. Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price
5. Recognise recognition

Revenue is recognised under AASB 15 when the performance obligations in a service arrangement are sufficiently specific to identify satisfaction of those obligations. Under AASB 15 revenue is recognised when performance obligations are satisfied.

When amounts of income are received, other than investment income, that are not subject to specific performance obligations, they are generally recognised immediately in profit and loss under AASB 1058 Income of Not-for-profit Entities. Income streams recognised under AASB 15 will include membership fees, event charges, and certain sponsorships that are enforceable and with specific performance obligations.

Details of the activity-specific recognition criteria are described below.

Rental income

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

Government funded subsidies and NRAS subsidies

A number of the Company's activities are supported by grant funding received from the federal, state and local governments. Grant funds are recognised as revenue when both services and obligations are rendered under the terms of the funding agreements at the fair value of the asset received. Where the funding has been received, but the performance obligations have not yet been met, the income is deferred until such time as the performance obligation is fulfilled.

Capital grants received under an enforceable agreement to enable the company to acquire or construct an item of property, plant and equipment to identified specifications which will be controlled by the company (once complete) are recognised as revenue as and when the obligation to construct or purchase is completed.

Rendering of services

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

Interest income

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

Revenue recognition policy for revenue streams which are either not enforceable or do not have sufficiently specific performance obligations (AASB 1058)

Grant income for which there are not sufficiently specific performance obligations is brought to account when received in accordance with AASB 1058. Assets arising from grants in the scope of AASB 1058 are recognised at their fair value when the asset is received. These assets are generally cash but maybe property which has been donated or sold to the company at significantly below its fair value. Once the asset has been recognised, the Company recognises any related liability amounts (e.g. provisions, financial liabilities). Once the assets and liabilities have been recognised then income is recognised for any difference between the recorded asset and liability.

e Cash and cash equivalents

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

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

f Financial instruments

Recognition, initial measurement and de-recognition

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

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

Classification and subsequent measurement of financial assets

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

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

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

Classifications are determined by both:

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

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

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVPL):

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

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

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

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

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

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

Impairment of financial assets

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

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

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

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

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

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

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

Trade and other receivables

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

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

Classification and measurement of financial liabilities

As the accounting for financial liabilities remains largely unchanged from AASB 139, the Company's financial liabilities were not impacted by the adoption of AASB 9. However, for completeness, the accounting policy is disclosed below.

The Company's financial liabilities include borrowings and trade and other payables.

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Company designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss (other than derivative financial instruments that are designated and effective as hedging instruments).

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

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

g Property, plant and equipment

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

Land and Buildings were previously carried at cost and were revalued as at 30 June 2020 in accordance with AASB 116 Property, Plant and Equipment. Fair value is determined by applying AASB 13 Fair Value Measurement. Refer Note 9 regarding the revaluation at 30 June 2020.

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

The following useful lives are applied:

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

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

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

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

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

h Leases

The Company as a lessee (Accounting policy applicable from 1 July 2019)

For any new contracts entered into on or after 1 July 2019, the Company considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

To apply this definition the Company assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Company
- the Company has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract
- the Company has the right to direct the use of the identified asset throughout the period of use. The Company assess whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

Measurement and recognition of leases as a lessee

At lease commencement date, the Company recognises a right-of-use asset and a lease liability on the balance sheet. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Company also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, the Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index

or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero. The Company has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Right of use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any re-measurement of lease liabilities.

The Company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

i Provisions, contingent liabilities and contingent assets

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

obligations as a whole. Provisions are discounted to their present values, where the time value of money is material.

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

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

j Contract liabilities

Grant income arising from an agreement which contains enforceable and sufficiently specific performance obligations is recognised when control of each performance obligation is satisfied. Such funds may be deferred as contract liabilities until recognised as income.

Within certain grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control transfers at a point in time and others which have continuous transfer of control over the life of the control is transferred over time, generally the revenue is recognition based on either cost or time incurred which best reflects the transfer of control.

k Employee benefits

Short-term employee benefits

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

Other long-term employee benefits

The Company's liabilities for annual leave and long service leave are included in other long-term benefits as they are not expected to be settled wholly within twelve (12) months after the end of the period in which the employees render the related service. They are measured at the present value of the expected future payments to be made to employees. The expected future payments incorporate anticipated future wage and salary levels,

experience of employee departures and periods of service, and are discounted at rates determined by reference to market yields at the end of the reporting period on high quality corporate bonds that have maturity dates that approximate the timing of the estimated future cash outflows. Any re-measurements arising from experience adjustments and changes in assumptions are recognised in profit or loss in the periods in which the changes occur.

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

l Income tax

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

m Goods and Services Tax (GST)

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

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

n Reserves

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

o Significant management judgement in applying accounting policies

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

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

Impairment

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

Useful lives of depreciable assets

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

Long service leave

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

Lease term

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any re-measurement of lease liabilities. The Company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Company estimates it would have to pay a third party to borrow funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Extension options

The Company assesses at lease commencement whether it is reasonably certain to exercise extension options, and where it is reasonably certain, the extension period is included in the lease liability.

Note 2: Revenue

	2020 \$	2019 \$
Revenue recognised under AASB 15:		
Rental income and utilities received	25,933,411	25,899,815
Government funding and NRAS subsidies	6,931,519	6,543,761
Management fees	323,934	348,623
Revenue recognised under AASB 1058:		
Fundraising	54,563	25,143
Other revenue		
Net contribution on merger with Lithgow Community Housing	3,196,977	-
Insurance recoveries	-	23,149
Proceeds on sale of non-current assets	-	22,916
Other income	172,777	262,639
Interest revenue	210,630	432,926
Net cash outflow from financing activities	33,946,531	33,558,972

Note 3: Surplus from ordinary activities

Surplus from ordinary activities been determined after charging as expense:		
Depreciation – PPE	1,671,288	1,545,360
Depreciation of Right of Use Assets	6,077,455	-
	7,748,743	1,545,360
Total employee benefits including, salaries, superannuation and provisions for entitlements, other remuneration expenses and benefits	9,939,852	8,611,927

Note 4: Tenancy and property management expenses

Bad and doubtful debts	1,141,865	1,030,829
Insurance	930,188	887,918
Property leases (refer also to ROU depreciation and lease finance charges in 2020)	520,313	6,536,318
Rates and utility charges	4,236,086	4,073,917
Repairs and maintenance	5,211,876	5,152,535
Return of unexpended funds	283,339	299,147
Sundry expenses	1,115,460	1,116,760
	13,439,127	19,097,424

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Note 5: Other expenses	2020	2019
	\$	\$
Office expenses	332,986	325,720
Program expenses	27,098	30,409
Office rental expenses	-	411,112
Lease finance costs	1,053,589	-
Professional and consultancy expenses	615,554	649,840
Sundry expenses	1,383,384	979,442
	3,412,611	2,396,523

Note 6: Cash and cash equivalents

Cash at bank and on hand	2,616,710	97,510
Short term deposits	16,566,718	17,823,694
	19,183,428	17,921,204

Note 7: Trade and other receivables

Sundry debtors and accrued income	1,913,237	475,776
Tenant arrears - rental	1,023,549	962,452
Tenant arrears - water	17,982	237,463
Tenant arrears - other	1,261,038	893,395
Allowance for credit losses	(1,758,273)	(1,445,904)
	2,457,533	1,123,182

Note 8: Other current assets

Prepayments	636,869	593,906
Net GST receivable/(payable)	114,526	127,064
Security bonds and deposits	73,734	73,734
	825,129	794,704

Note 9: Property, plant and equipment

	Land & Buildings – at revalued amount	Leasehold Improvements at cost	Office Furniture & Equipment – at cost	Motor Vehicles – at cost	WIP – at cost	Total
	\$	\$	\$	\$	\$	\$
Balance as at 1 July 2018	40,475,109	364,741	756,345	172,321	-	41,768,516
Additions	128,193	24,534	709,316	116,387	1,141,875	2,120,305
Disposals	-	-	-	(85,799)	-	(85,799)
Depreciation	(1,064,167)	(151,656)	(226,024)	(103,513)	-	(1,545,360)
Depreciation on disposals	-	-	-	67,496	-	67,496
Balance as at 30 June 2019	39,539,135	237,619	1,239,637	166,892	1,141,875	42,325,158
Balance as at 1 July 2019	39,539,135	237,619	1,239,637	166,892	1,141,875	42,325,158
Additions	33,389	-	213,586	-	2,567,500	2,814,475
Disposals	-	-	-	-	-	-
Depreciation	(1,141,542)	(79,546)	(334,598)	(115,612)	-	(1,671,208)
Revaluation	26,629,068	-	-	-	-	26,629,068
Balance as at 30 June 2020	65,060,050	158,163	1,118,625	51,280	3,709,375	70,097,493

The Company's land and building assets are held for the purposes of the provision of social and affordable housing and classified under AASB 116 as the Company's purpose for holding primarily is a service obligation.

The land and buildings were revalued during the year by Jones Lang Lasalle in accordance with AASB Fair Value Measurement. Land was valued using Level 2 inputs and a market approach and Buildings under Level 3 inputs using a cost approach

Note 10.1: Right of use assets

Cash at bank and on hand	Tenancy properties of social and affordable housing – at cost	Office leases for services and administration	Total
	\$	\$	\$
Balance as at 1 July 2019 on adoption of AASB 16	22,549,636	777,116	23,326,752
Depreciation	(5,879,396)	(198,059)	(6,077,455)
Balance as at 30 June 2020	16,670,240	579,057	17,249,297

The right of use assets have lease terms from 1 month to an estimated 10 year period.

Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Note 10.2: Lease liabilities

Cash at bank and on hand	Tenancy properties of social and affordable housing – at cost \$	Office leases for services and administration \$	Total \$
Current liabilities	5,788,677	212,683	6,001,360
Non-Current Liabilities	11,344,638	542,585	11,887,223
Total lease liabilities	17,133,315	755,268	17,888,583

The lease liabilities and right of use assets were determined in accordance with AASB 16. An incremental borrowing rate of 5% was applied on adoption of AASB 16.

Note 11: Other non-current assets

	2020 \$	2019 \$
Security bonds and deposits	475,651	535,512
Financial assets – TCorp growth funds units – at Fair Value Through Profit and Loss	4,533,289	4,536,303
	5,008,940	5,071,815

Note 12: Trade and other payables

Current		
Trade creditors and accrued expenses	2,344,360	1,621,582
Rental income received in advance	1,317,366	1,185,747
Government subsidies and grants received in advance	6,673,382	4,200,247
Tenant bonds	325,991	108,438
Other payables	96,717	-
	10,757,816	7,116,014

Note 13: Borrowings

Current		
Bank loan (secured) – Westpac	310,000	310,000
	310,000	310,000
Non-current		
Bank loan (secured) – Westpac	2,445,000	2,755,000
	2,445,000	2,755,000

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

Note 14: Provisions

	2020 \$	2019 \$
Current		
Employee entitlements	883,047	560,298
	883,047	560,298
Non-current		
Bank loan (secured) – Westpac	222,117	214,760
	222,117	214,760

Note 15: Reconciliation of cash flows from operating activities

Cash flows from operating activities

Net operating surplus (deficit) for the year	(593,802)	1,907,738
Non-cash items in operating surplus (deficit)		
Depreciation	7,748,743	1,545,360
Lease finance costs	1,053,589	-
Movement in assets and liabilities		
Decrease/(Increase) in trade receivables and other current assets	(1,364,778)	(180,145)
(Increase)/decrease in other receivables and other non-current assets	59,862	(33,318)
(Decrease)/increase in trade and other payables	3,641,802	270,018
Increase/(Decrease) in provisions	330,106	64,876
Net cash (used in)/provided by operating activities	10,875,522	3,574,529

Note 16: Related party transactions

Directors' remuneration

Directors were paid honorariums as follows:

Keith Bryant	-	3,375
Ken Gilbert	11,368	9,139
Cameron Lamb	5,025	6,189
Justin Doyle	-	2,025
Joseph Litwin	-	2,025
Brodie Druett	8,929	8,010
Aimee Lindfield	9,185	7,110
Amanda Anker	6,831	6,110
Dianne Jackson	6,748	6,110
Andrew Sweeney	6,567	6,110
	54,654	56,203

Key Management Personnel Compensation

Key management personnel of the Company are the Responsible Entities (Directors) and the executive management team. Key management personnel are those having authority for planning, directing and controlling the Company's activities, directly or indirectly.

Total remuneration (excluding Directors' honorariums)	1,222,431	935,225
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Other related party transactions

Donations from Directors	12,424	19,133
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Notes to the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Note 17: Contingent liabilities

There is a security deposit guarantee of \$45,684 held at year end. The Company also has a potential contingent liability relating to an injury incurred at Boarding House Property in 2011 with an estimated liability of \$29,595. The company had no other contingent liabilities at 30 June 2020 (2019: 45,684).

Note 18: Capital commitments

Contracts for project commitments at year end were \$476k.

Note 19: Business combination

On 31 March 2020, the Company took over the operations of Lithgow Community Housing. There was no consideration paid for the merger, although the Company received funds, totalling \$319,697 as a result of the merger which have been recognised as Business Combination.

Note 20: Information and declarations to be furnished under the Charitable Fundraising (NSW) Act 1991

	2020 \$	2019 \$
Gross donations from fundraising appeals	54,563	25,143
Less: direct costs of fundraising appeals	-	-
Net surplus obtained from fundraising appeals	54,563	25,143

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

Note 21: Impact of COVID-19

At the onset of COVID-19 during early March 2020, there was uncertainty as to whether the Company would have to temporarily close its operations as a result of government restrictions. The Company was considered to be an essential service and was allowed to continue to operate. During this period, Wentworth experienced reduced rental income due to change in circumstances associated with lower household incomes and the fact it did not increase rent associated with the March 2020 increase in Centrelink payments. Management's focus was to be on control working capital and introduce mandatory expense savings measures to assist the financial position of the Company.

The Company has carefully considered the impact of COVID-19 in preparing its financial statements for the year ended 30 June 2020. The key impacts on the financial statements, including the application of critical estimates and judgements are as follows:

Provision for credit losses

The Company has assessed the impact of COVID-19 when assessing credit risk and measuring expected future credit losses including past events and current conditions. There were no material provisions for credit losses reported as a result of COVID-19.

Assessment of impairment of non- financial assets

The Company assessed property plant and equipment and right-of-use assets for indicators of impairment. No impairment has been recorded as a result of COVID-19.

Note 22: Economic dependency

Wentworth Community Housing Limited receives funding with the Federal and State Government departments. Any change in the policies of these Governments may impact on the Company's ability to achieve its principal objectives. At the date of this report, management has no reason to believe that this financial support will not continue.

Note 23: Events subsequent to reporting date

The impact of the COVID-19 pandemic is ongoing and there is significant uncertainty around the breadth and duration of business disruptions related to the pandemic, as well as the impact on the Australian and International economies. We cannot reasonably estimate the length or the severity of this pandemic after the reporting date.

The Company has adhered to all government safety policy measures in response to dealing with the containment of the pandemic. The Company did not identify any subsequent events in relation to any COVID-19 related developments which would require adjustment to the amounts or any further disclosures in the financial statements.

Merger Agreement with Link Housing

On 29 September, 2020 Wentworth Community Housing and Link Housing entered into a merger agreement with the aim of delivering enhanced social and affordable housing and services to the community as one merged entity. This follows 12 months of discussion and a formal due diligence process. The two organisations have between them in the order of 6,300 homes under management, and with estimated combined revenue of \$86 million and an estimated Total Assets of \$350m.

The merger will come into effect once all the legal requirements are completed, including member approvals, consents from Government, regulators, funders, and completion of mutually agreed implementation activities. The current expectation is that the merger will be completed, and Link Wentworth Housing will commence on 31 March 2021.

Both entities are Not-for-profit entities registered with the Australian Charities and Not-for-profits Commission.

Subject to the approval of Company Members, the merger will involve the assets, certain liabilities and the employees of Wentworth being transferred to or assumed by Link. A new governance structure for Link will involve amendment to its Constitution for a name change to Link Wentworth Housing Ltd, and provide for the appointment of five Directors from each of Link and Wentworth to the merged entity, along with the appointment of an independent Chair. Approximately six months after the merger has been completed, Wentworth is likely to voluntarily deregister under Part 5.1A of the Corporations Act. As the merger process progresses Wentworth continues to operate and provide its normal services and remains a Going Concern.

Safe Places Emergency Accommodation (Safe Places) Grant Opportunity

On 28 September Wentworth Community Housing was offered a grant of \$1,075,333 for creating Safe Places in Hawkesbury NSW from the Commonwealth Department of Social Services. This grant will be used to construct 4 units of emergency accommodation for women and children escaping family and domestic violence. The land has been provided by Land and Housing Corporation NSW.

No other matter or circumstance other than noted above has arisen since the end of the financial year.

Responsible entities' declaration

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

1. The financial statements and notes of Wentworth Community Housing Limited are in accordance with the requirements of the Australian Charities and Not-for-profits Commission Act 2012, including:
 - a. Giving a true and fair view of its financial position as at 30 June 2020 and of its performance for the financial year ended on that date; and
 - b. Complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Regulation 2013, and
2. There are reasonable grounds to believe that Wentworth Community Housing Limited will be able to pay its debts as and when they become due and payable.

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



Kenneth Gilbert
Chair



Aimee Lindfield
Director

Dated: 9 October 2020

Principal Officer's declaration

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

1. the income statement of Wentworth Community Housing Limited for the year ended 30 June 2020 gives a true and fair view of all income and expenditure of the organisation with respect to fundraising appeals:
2. the balance sheet of Wentworth Community Housing Limited for as at 30 June 2020 gives a true and fair view of the state of affairs of the organisation with respect to fundraising appeals conducted by the organisation;
3. the provisions of the Charitable Fundraising Act (NSW) 1991, the Regulations under that Act and the conditions attached to the Charitable Fundraising Authority have been complied with by the organisation; and
4. the internal controls exercised by Wentworth Community Housing Limited are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals.

On 28 September Wentworth Community Housing was offered a grant of \$1,075,333 for creating Safe Places in Hawkesbury NSW from the Commonwealth Department of Social Services. This grant will be used to construct 4 units of emergency accommodation for women and children escaping family and domestic violence. The land has been provided by Land and Housing Corporation NSW.

No other matter or circumstance other than noted above has arisen since the end of the financial year.



Stephen McIntyre
CEO

Dated: 9 October 2020

Independent Auditor's report



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Independent Auditor's Report

To the Members of Wentworth Community Housing Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Wentworth Community Housing Limited (the "Registered Entity"), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Responsible Entities' declaration.

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

- a) giving a true and fair view of the Registered Entity's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for opinion

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

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

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Responsibilities of the Responsible Entities for the financial report

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

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

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

Auditor's responsibilities for the audit of the financial report

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

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

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

Independent Auditor's report (CONT)



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

A handwritten signature in cursive script that reads "Grant Thornton".

Grant Thornton Audit Pty Ltd
Chartered Accountants

A handwritten signature in cursive script that reads "James Winter".

James Winter
Partner – Audit & Assurance
Sydney, 09 October, 2020

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Acknowledgements

We are grateful for all the support we receive from our network of corporate and government partners, business associates and individual donors. The financial and in-kind support we received from these valued organisations ensure we can continue to support our tenants and clients.

This financial year we are pleased to recognise the generosity and commitment of the following organisations and individuals:

Corporate donors and supporters

Company Matters
Kingswood Sports Club
Penrith Women's Health Centre
PwC Services Trust
Rotary Club Springwood
South32

Government supporters

Department of Communities and Justice
Department of Education
Department of Planning, Industry and Environment

Individual donors

We are grateful for the support we received from generous individual donors.

Our thanks go to:

Amanda Anker
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Arthur Stratford
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OPENING HOURS:

8:30am-4:30pm

Monday, Tuesday, Thursday, Friday

1:00pm-4:30pm

Wednesday

Branches

Hawkesbury

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

OPENING HOURS:

8:30am-4:30pm

Monday, Tuesday, Thursday, Friday
(closed Wednesday)

Blue Mountains

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

OPENING HOURS:

8.30am-4:30pm

Monday, Tuesday, Thursday, Friday
(closed Wednesday)

Lithgow

42 Main Street, Lithgow
P (02) 4777 8000

OPENING HOURS:

11.00am - 3.00pm

Tuesday, Wednesday, Friday

Out of hours emergency maintenance line (02) 4777 8000