



wentworth  
community housing

2020-2021  
Annual Report

# A new chapter



wentworth  
community housing

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# Our Purpose, Our Community, Our Values, Our Intent

## Our Purpose

Wentworth Community Housing provides 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 are 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

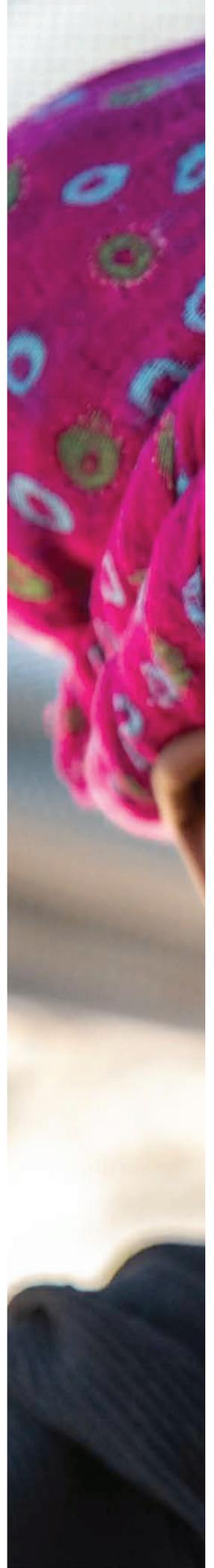
**We improve tenant experiences** Providing and maintaining access to suitable housing with tailored 'person-centred' support to sustain tenancies and increase capacity for independent living.

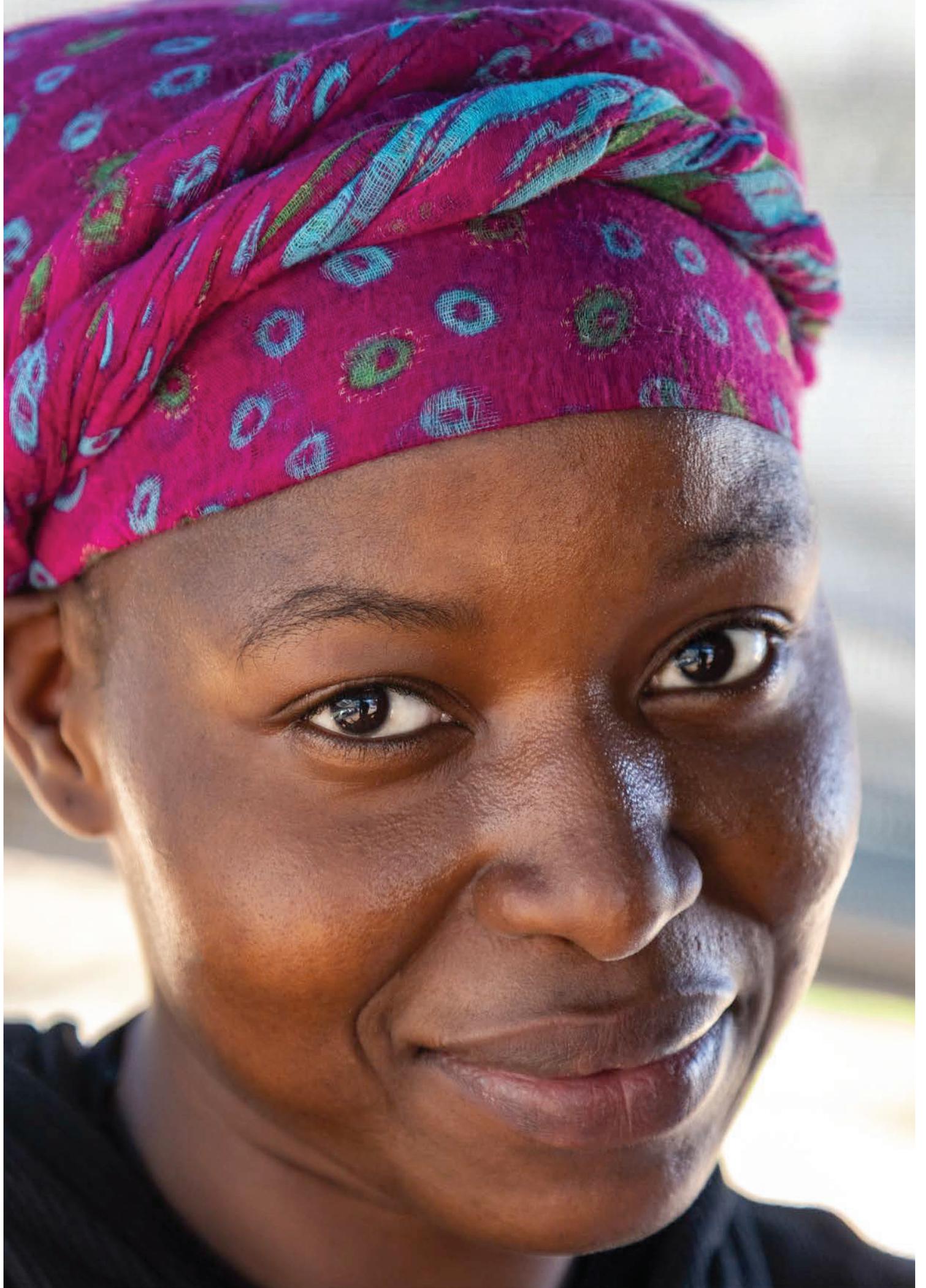
**We build communities** Building resilient communities which enable local leadership and participation.

**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 has been a leading community housing provider in Western Sydney and surrounds for 25 years. As a registered Tier 1 not-for-profit housing company, Wentworth has always been committed to providing secure, appropriate and affordable housing across Western Sydney and beyond.**





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 has always been at the forefront of Wentworth's work. When a person or family is housed by Wentworth, their home is comfortable, safe and secure. We provide support for them to sustain their housing and build connections in their community so they can fully participate and feel they belong.

We are committed to increasing the supply of affordable housing across Western Sydney and further west to help solve the ever-growing housing crisis. Our 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 Shire areas.

### Our history

Wentworth was established in 1996 through the amalgamation of three housing providers working in the Blue Mountains, Penrith and Hawkesbury. At that time, we managed 58 properties. Over the decades our portfolio of properties grew to 2,415, and we expanded the range of services and supports provided for tenants and clients. In April 2020, Wentworth acquired Lithgow Housing, attaining 59 additional properties. On 31 March 2021, Wentworth merged with Link Housing to create a new Tier 1 community housing entity, Link Wentworth Housing.

### Our services

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 Western Sydney Business Chamber
- Member of the Urban Development Institute of Australia (NSW)

# Chair's report



## Setting Wentworth on a new course

I am incredibly proud of what Wentworth has achieved across a range of areas including tenancy management, homelessness, building communities, and managing a significant portfolio of social and affordable housing. However, as a Board, we recognised the need to lift our capacity to deliver services to our tenants and clients, pressure government at all levels to respond more effectively to housing need, increase the supply of housing, and provide greater career opportunities for our staff.

We believed, if this was possible, Wentworth could more effectively address the ever-growing gap in the availability of housing for those in our community for whom the market has failed to deliver affordable, safe, appropriate and secure housing. Our decision, supported by our Members, to merge with Link Housing has provided the opportunity to do this.

## Reaching the merger

It was important to our Board that the merger not just be about financials, scale or number of properties. It was exceptionally important to us that any partnership would maintain and enhance:

- our values, vision and mission
- the way Wentworth has provided services to our tenants and clients
- our strong commitment to serving the communities of Western Sydney
- our strong reputation for evidence-based best practice approaches to prevent and reduce homelessness
- the partnerships with local councils and service partners that have enhanced our service delivery.

Exploratory discussions with potential partners focused on these elements, and in Link Housing we found a partner that our Board unanimously agreed provided the best opportunity. It was an organisation which shared many of our values, had like-minded people, valued partnerships and recognised the significant need in Western Sydney. Link Housing also demonstrated similar ambitions

to increase the supply of social and affordable housing, and support this with the associated services that make that housing sustainable.

## Recognition and appreciation

Getting to the merger has taken much of the attention of the organisation – at all levels – over the last 12 months. But at the same time, our incredible staff have continued to provide an exemplary level of service to our tenants and clients – while also dealing with the COVID-19 pandemic, its public health risks, lockdown periods and working from home mandates. This is no small feat – many companies have struggled to maintain normal service delivery. Our staff, led so well by CEO, Stephen McIntyre, continued to provide strong support to our tenants, reach out to our homeless, maintain properties, deliver new projects along with ground-breaking existing programs – and provide great support to each other.

I thank them one and all. Wentworth – and now Link Wentworth – is extremely fortunate to have such a dedicated and committed group of staff. I want to particularly

**It has been a privilege to serve as Wentworth's Chair for the last 12 months – a period in which we have taken a major step to reposition Wentworth to more effectively respond to housing need, while facing – and successfully responding to – extremely challenging times.**

call out our Senior Management Team, whose leadership continued to be exceptional over the past year, despite the challenges. This team also did much of the heavy-lifting through the due diligence phase as we approached the merger with Link Housing.

I thank all our Directors for their contribution to Wentworth over the past year. It would have been easy to simply continue as we have been, but the Board saw a vision and made the brave decision to put Wentworth on a new, exciting trajectory. The Board deliberations were detailed, robust and comprehensive. Each and every Director made a strong contribution, and that we were able to reach a consensus on the way forward demonstrates how each Director puts our tenants and clients at the heart of every decision.

I want to thank Cameron Lamb, who stood down from the Board in mid-2020. Cameron's participation in our merger deliberations was extremely valuable, and his contribution to the Board over many years, particularly in relation to our property development program, was exceptional. I also want to acknowledge those Directors who stood down from the

Wentworth Board to join the Board of Link Wentworth on 1 April – Brodie Druett, Aimee Lindfield, Di Jackson and Andrew Sweeney. They did not so much leave Wentworth, as join the next iteration!

I also want to particularly thank Amanda Anker, who will unfortunately not join the Board of Link Wentworth but has been a strong and valued contributor to Wentworth over the year (and indeed over her time on the Board). Amanda will continue on the Wentworth Board to oversee the wind-up activities. And finally a big thanks to our Company Secretary, Mark Langan. His contribution to discussions, particularly in relation to the merger, was invaluable, and his willingness to join the Board to fill a casual vacancy from 1 April and oversee the wind-up activities is very much appreciated.

### **An exciting future**

While the forthcoming year will see the company previously known as "Wentworth Community Housing" cease to exist, I am excited the organisation has been re-born in a stronger form as Link Wentworth Housing – one of the largest Community Housing Providers in Australia. This new

entity is ideally positioned to:

- provide more and better services to our tenants and people who are experiencing homelessness;
- increase effectiveness and efficiency to deliver services;
- become a preferred partner to both government and the private sector for initiatives that increase the supply of housing for people in need; and
- leverage brand, scale and reputation to advocate more strongly for greater provision of social and affordable housing and supporting services in the future.

Wentworth's legacy will live on!



**Ken Gilbert**  
Chair

# CEO's report

**This was both an extremely demanding and rewarding year.**

Set against the backdrop of the pandemic we skilfully navigated due diligence and implementation planning for the merger with Link Housing whilst still bedding down the operational integration with Lithgow Housing. Along with the introduction of the exciting Together Home program and our commitment to continued improvements to service delivery, we were often stretched to satisfy the competing priorities.

But deliver we did! The commitment and professionalism of our Board, leadership team and staff were instrumental in enabling us to achieve our goals and deadlines. There were some exceptional achievements throughout the year: recognition for our social enterprise Neighbourhood Jobs, the launch of our Heat in Social Housing partnership and videos, the opening of our St Marys micro-units and the securing of additional funding under the Safe Places and maintenance stimulus tenders – to name just a few. The most significant of all, however, was completing the merger with Link Housing.

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

## **Merger with Link Housing**

Almost two years after discussions commenced, the merger with

Link Housing achieved 'go-live' on 31 March 2021, as scheduled. This followed a detailed and rigorous due diligence process and six months of collaborative implementation planning and delivery activities. The scope of work was considerable, including that we needed to get 1,769 tenants to consent to new CentrePay arrangements and 80 contracts and agreements novated or transferred. A more detailed description of the merger process is contained on pages 12-15. This project was both exciting and challenging. I look forward to seeing the anticipated benefits of the new entity, Link Wentworth Housing, realised over the coming years for our clients, tenants, staff, partners and local communities.

## **COVID-19 pandemic**

We continued to adapt our operations in response to the Coronavirus pandemic. In November 2020 we transitioned to a blended working environment following the easing of NSW Health guidelines. This entailed staff spending some time working from the office and some time working from home. I was also delighted that we were able to hold two face-to-face all-staff meetings in the first quarter of 2021 to allow staff to reconnect in a more meaningful way. The highly professional guidance and

coordination of our COVID-19 Response Committee remained central to our approach, which focussed on the wellbeing of vulnerable tenants as well as our staff.

## **Together Home**

One of the impacts of the pandemic has been to highlight the vulnerability of people experiencing homelessness. We were therefore delighted when the NSW Government announced the Together Home program in mid 2020 and awarded Wentworth 20 housing and support packages. Through the excellent work of our dedicated team we then secured additional funding for 10 individually tailored packages for high needs clients. Further expansion of the program in early 2021 resulted in another 20 housing and support packages for Wentworth.

## **Neighbourhood Jobs**

Our training and employment social enterprise for at-risk young people continued to provide services throughout the year, with operations adapted to be COVID-safe. As our initial funding came to an end in late 2020, significant effort went into exploring options to redesign the business model to be more financially sustainable while remaining focussed on achieving



positive social outcomes. We were thrilled when Neighbourhood Jobs was recognised with two ZEST Awards.

### Improving our services

As part of our commitment to supporting residents to sustain their tenancy, we completed a significant amount of work on improving our framework and processes to help them stay on top of their rental payments. This included a new onboarding process for tenants, introducing early intervention strategies when issues emerge and training staff with appropriate skills to be able to have difficult conversations with tenants. The improvements in this area were supported by the introduction of business intelligence dashboards that provide quick access and insights into our data.

### Increasing housing supply

Our micro-units project in Chapel Street, St Marys was completed on time and budget in September 2020. It was officially opened on 28 October. Jointly funded by a \$1.4 million equity contribution from Wentworth and a \$3 million capital grant from the NSW Government, it provides accommodation for older single women.

We were also successful in securing almost \$1.1 million under the Commonwealth

Government's Safe Places Emergency Accommodation Program to build four units for women and children requiring short term accommodation in the Hawkesbury area. It is expected that the project will be completed by June 2022. Another major achievement was lodging a Development Application with Hills Shire Council for a 33-unit apartment complex in Rouse Hill.

### Maintenance stimulus

In February 2021 we were awarded \$1.9 million in building industry stimulus funding by the NSW Government to undertake capital upgrade works to 256 properties in Western Sydney. Our successful tender primarily targeted external works to minimise inconvenience to tenants whilst improving the condition and liveability of properties and providing work to a diverse group of trades.

### Financial performance

With many uncertainties arising from the pandemic, we adopted a prudent approach to budgeting and financial management, conducting periodic reviews and adjustments. This enabled Wentworth to maintain a solid financial base and contribute \$87.7 million in property, cash, financial investments and other assets to Link Wentworth on merger completion.

### Thank you

This report brings to an end six amazing and satisfying years as the CEO of Wentworth. It has been a fabulous journey, with many important achievements shared with wonderful colleagues. I would like to thank the Board of Directors for their vision and drive to achieve better outcomes for our clients and for being bold enough to embark on an industry-leading merger with Link Housing. In particular, I wish to thank Chair Ken Gilbert for his extremely valuable support and advice. Our achievements this year, and previously, have only been possible due to the outstanding leadership cohort we have, guided by an extraordinary group of executives.

Finally, a special thank you to our dedicated and passionate staff who continue to make a positive difference in the lives of vulnerable people each and every day. Working with you has been a highlight of my career! I will watch with anticipation and interest as the next chapter in the history of Wentworth unfolds.

**Stephen McIntyre**  
CEO

# A merger to deliver more housing and better services

### The housing situation isn't improving

Across NSW, housing affordability is getting harder, rents continue to rise and the supply of appropriate social and affordable housing is failing to keep pace with demand. In Western Sydney and the surrounds, where Wentworth has focused its operations for the last 25 years, the housing crisis is far from improving. In fact, it's worsening. The impact of COVID-19 has seen rents further increase while vacancy rates have dropped. Population growth is continuing to place pressure on these communities with housing demand outstripping supply and no real solutions in sight.

### A way to solve the crisis

For several years, Wentworth's Board of Directors deliberated about the most effective way for the organisation to play a part in easing and solving the housing crisis in Western Sydney.

Many different strategic options were considered before the group finally chose "growth and sustainability" as the way forward. A timely opportunity to explore a collaborative partnership with Link Housing emerged and couldn't be ignored.

Expanding and evolving to better address the ever-increasing housing crisis in Western Sydney has always been part of Wentworth's journey. In 1996, Wentworth was formed from the amalgamation of three housing providers in the Blue Mountains, Penrith and Hawkesbury. The newly formed organisation was in a much better position to support vulnerable people through the provision of housing, services and support to local communities.

Since then, Wentworth's focus has been to provide more social and affordable housing for people in housing stress, along with the

## Expanding and evolving to better address the ever-increasing housing crisis in Western Sydney has always been part of Wentworth's journey.

services and supports they require to sustain their tenancies and feel part of their community. A strategy to increase Wentworth's scale of operations through growing its property portfolio and partnering with developers and other agencies to design, build and manage new developments has enabled Wentworth to provide more housing options for the growing population in Western Sydney. But with its communities facing increasing challenges, Wentworth knew other solutions were required.

Based on a shared understanding that by working together the two organisations could do more to solve the housing crisis and better support local communities, Wentworth Community Housing and Link Housing started exploring opportunities to collaborate.

Bringing two of NSW's strongest Tier 1 Community Housing Providers under a single entity would create an organisation with the history, experience, size, scale and financial strength required to address the ever-growing housing crisis. Working together, the merged organisation would

be able to provide better services to clients, and more social and affordable housing in the communities where it is needed most. A larger organisation would not only be a more attractive partner for developers and others with initiatives in the housing space, Link Wentworth could also influence and effect greater change drawing on the history and experience in both organisations.

## Benefits of the merger

With more than 70 years of combined experience in the housing sector and supporting the most vulnerable in the community, Link Wentworth will:



- Deliver more social and affordable housing – the increased scale and financial strength of the new entity will see it become a preferred partner for initiatives that increase the supply of social and affordable housing
- Provide expanded services for its tenants, clients, and people who are experiencing housing stress or homelessness
- Increase effectiveness of operations with improved systems, technology, services and solutions
- Advocate for greater change in housing policy to deliver a range of solutions to meet the current and future housing demand
- Be an employer of choice in the housing and not-for-profit sectors.

### Governance and decision-making

The process to explore options for Wentworth and Link Housing to work more closely together, and ultimately to proceed to a merger, was conducted in a highly collaborative manner with active involvement by Directors and Executives of both organisations at various stages.

Modelling good governance principles throughout the process was of paramount importance. Professional advisory and legal service providers were engaged to ensure investigations and due diligence were both comprehensive and rigorous. Whilst these processes were jointly overseen by Wentworth and Link representatives, all key decisions during the process were taken independently by the Boards of the respective companies, in accordance with the principles of good governance.

### The next chapter

After more than a year of discussions, decisions and hard work from staff, the full integration of Wentworth and Link Housing was completed on 31 March 2021. The new entity, Link Wentworth, is one of the largest Community Housing Providers in Australia, managing over 6,300 homes, with around 10,000 residents and 200 staff.

We are proud of what Wentworth has achieved and excited about the next chapter.

## Timeline

● March 2019	Discussions between Wentworth and Link begin
● June 2019	MOU 1 signed
● July 2019	KPMG appointed to assist
● Feb 2020	Merger agreed in-principle subject to due diligence. MOU 2 signed
● Sept 2020	Merger Agreement executed
● March 31	Integration occurs Link Wentworth is formed

## What was transferred

<b>Number of residential properties:</b>	
Total	2,415
Wentworth owned	168
Leasehold	378
Land and Housing Corporation owned	1,861
Fee for service	8
<b>Number of office property leases</b>	
	4
<b>Number of staff</b> (including permanent, part-time and casual)	
	112
<b>Number of residents</b> (all household members)	
	4,292
<b>Cash</b>	\$10.7M
<b>Investments</b>	\$6.9M
<b>Contracts and Agreements</b>	80
<b>Government Funding Agreements and Consents</b>	38
<b>Motor vehicles</b>	23

# Wentworth's journey

Wentworth Community Housing formed in 1996 through merger of three smaller organisations, each of which had been serving their local communities for about 10 years.





### A growing and evolving housing provider

Wentworth's first decade was a time of growth. Between 1998 and 2008, hundreds of public housing properties and small developments in outer western Sydney were transferred to Wentworth. By June 2009, Wentworth managed 911 properties, up from an initial 58. This growth helped Wentworth secure class 2 registration with the NSW Registrar of Community Housing in October 2009.

### Property Transfer Program

Over the next three years, Wentworth secured the transfer of a further 1,000 (approximately) public housing properties under the Property Transfer Program. With 1,968 properties now in its portfolio, Wentworth was one of the largest housing providers in NSW.

By now Wentworth managed properties in several public housing estates, and there was a growing focus on building and sustaining vibrant communities for tenants. Opportunities to work more closely with local councils and service providers were actively sought, particularly for Aboriginal communities in areas such as Riverstone, Cranebrook and Shalvey where there are significant levels of disadvantage.

### New offices

In 2010, with more properties and tenants, new offices were opened in Windsor and Katoomba.

### Lithgow Community Housing

After 2012, there were no further significant property transfers until July 2017 when 134 properties were transferred to Wentworth through the Social Housing Management Transfer Program, which completed the earlier Property Transfer Program. A few years later, in 2020 Wentworth integrated with Lithgow Community Housing. More properties were acquired, but more importantly Wentworth's services were expanded into a new community.

### Business systems to support growth

As Wentworth grew, so too did the need for efficient and modern systems, processes and procedures to support both tenants and staff. One standout project that had a direct impact on tenant wellbeing was Wentworth's fully integrated Contact Centre, introduced in 2017. The centre handled all maintenance and housing inquiries and, despite high volumes of calls, achieved consistently high customer service scores. Another significant business improvement project was the implementation of a comprehensive asset management system in 2018. This new system was used to collect and track data on 80 components within Wentworth's properties to determine priorities for repairs and maintenance and establish a realistic assessment of future maintenance requirements.

## Building sustainable communities

Wentworth created a Sustainable Communities team in 2017 to improve social and economic outcomes for tenants and their local communities. A significant achievement was stronger tenant advocacy and engagement. Over four years, the team delivered a range of innovative programs to support tenants to explore employment and training opportunities, engage with their community and participate in social activities.

A standout project was the youth training and employment program, Neighbourhood Jobs, which has provided work skills and experience to dozens of vulnerable young people.

Journey to Social Housing, a unique cultural project exploring the rich complexity of clients' stories, was another highlight. Involving local artists, the project shared stories from social housing tenants over the age of 50 through podcasts, short films and photographic works.



## Completed property developments

### 5 developments offering 164 individual units:

- 61-unit apartment building – Penrith
- 28-unit apartment building – Rouse Hill
- 49-unit apartment building – St Marys
- 10-unit townhouse complex – Rouse Hill
- 16 micro-units complex – St Marys

Plus 1 five-bedroom purpose-built group home in Springwood

### Developments in progress

- 33-unit apartment building – Rouse Hill
- Short term accommodation complex for women escaping domestic violence – Hawkesbury region, funded by Commonwealth Safe Places grant
- 7-bedroom boarding house for vulnerable youth – Penrith, in partnership with Platform Youth Services

### A housing developer

In as early as 2007, Wentworth recognised the importance of being able to develop new housing. The organisation joined with four other Community Housing Providers to create BlueCHP, a special purpose social and affordable housing development company that grew to become a major player. Wentworth resigned as a BlueCHP member in 2020.

In 2008, the National Rental Affordability Scheme launched, providing more incentive for Wentworth to consider moving into the property development space. By 2012, Wentworth had

commenced the planning and design of two affordable housing projects.

In June 2014, Wentworth achieved Tier 1 status under the National Regulatory System for Community Housing. This was consistent with the organisation's aim to be a leading community housing organisation involved in its own property development projects – some of which had begun to take shape.



### A recognised homelessness services provider

Around 2010, firmly established as a large community housing provider, Wentworth started to explore other ways to support its communities. A few years earlier, the organisation had taken over the domestic violence service of Hawkesbury provider, Arrunga and relaunched it as Nurreen. Then in 2010, a Community Services team was established.

### Project 40

Around this time Wentworth began to embrace the concept of 'housing first'. This philosophy formed the basis of the successful Project 40 Supportive Housing program. Funded by government, with Wentworth as the auspicing body, Project 40 involved more than 40 support partners working collaboratively to provide housing and wrap-around support to people in need. Through involvement in Project 40, Wentworth gained a strong name for innovation and partnerships.

### Ending homelessness

Wentworth's reputation as a leading homelessness services provider and advocate continued to grow. In 2016, the Community Services team launched *Heading Home: Ending Homelessness Here* to tackle homelessness in the Nepean and Blue Mountains regions. This was followed by other collaborative initiatives, including separate projects to end rough sleeping at Judges Car Park in Penrith and the tent encampments in the Hawkesbury. Wentworth also explored innovative and cost-effective housing models including tiny homes and garden flats.

## Specialist Homelessness Services

Off the back of Project 40, in 2014 Wentworth became the lead agency in two Specialist Homelessness Services (SHS) contracts under the Going Home Saying Home homelessness system reforms. Additionally, Wentworth was named a partner in a third contract to deliver domestic violence services. Wentworth continued its role with all three SHS contracts until the merger with Link Housing.

# Wentworth in 2020-21 until 31 March 2021

2,415

PROPERTIES

4,292

PEOPLE PROVIDED WITH A HOME

744

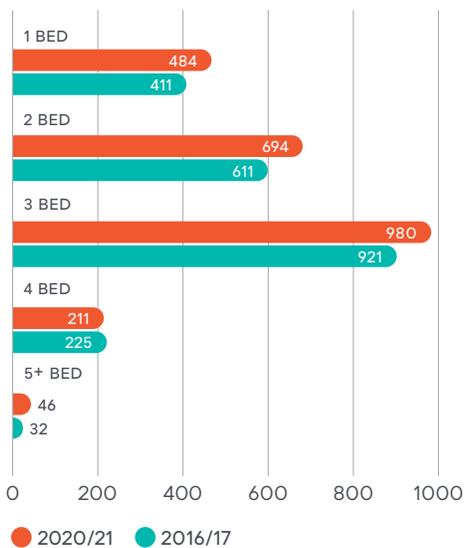
CLIENTS SUPPORTED THROUGH SPECIALIST HOMELESSNESS SERVICES

## Our properties

Property by management type

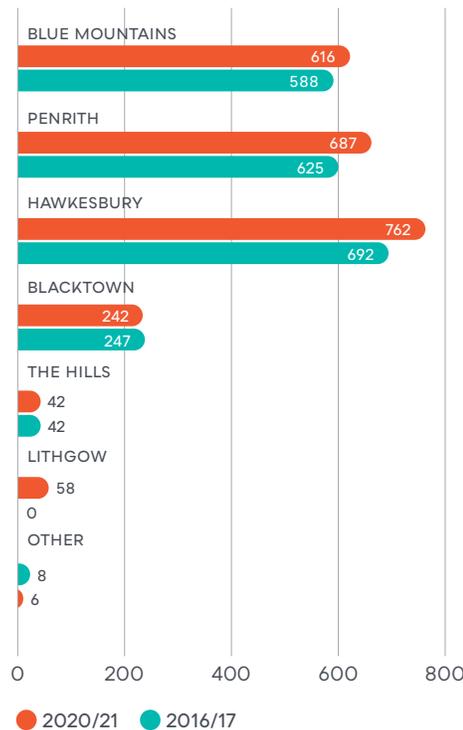


Property type by bedrooms



## Our reach

Property by management type



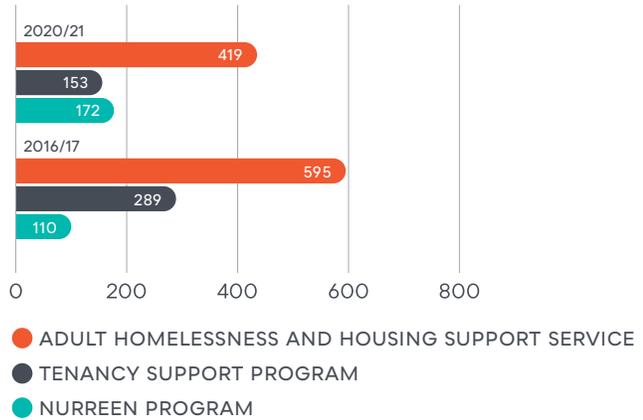
## Our clients

Household age demographic 2020-21

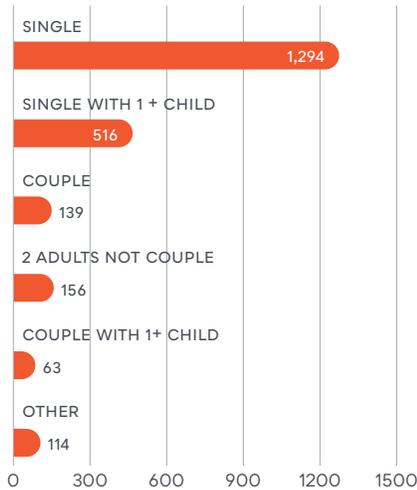


## Specialist homelessness services

Total clients supported by all partners



Household family breakdown 2020-21



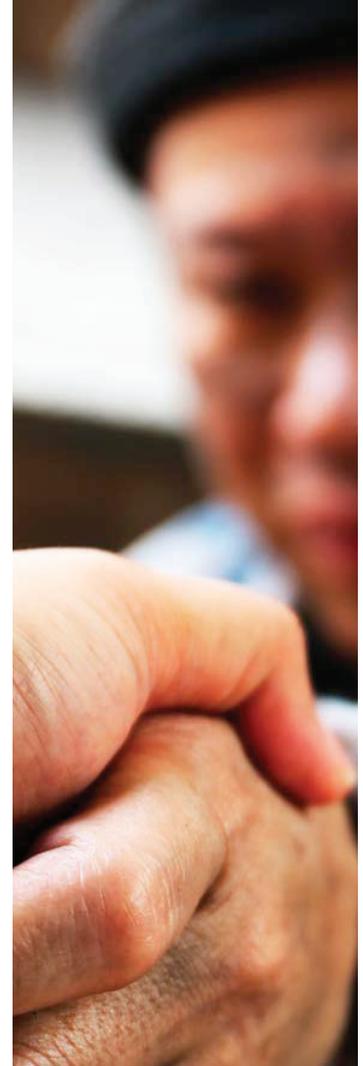
# 2020-21 Highlights



**4,292 people  
provided with  
a home**



**TWO ZEST  
AWARDS**  
for Neighbourhood Jobs



20 people housed  
and supported by  
**TOGETHER  
HOME  
PACKAGES**





**Complex with 16 micro-units opened in St Marys**  
FOR OLDER SINGLE WOMEN



Training and employment for **18 women** through GROW



**FUNDING WIN!**  
Safe Places Emergency Accommodation Commonwealth Grant awarded



**\$1.9m in stimulus funding granted for maintenance and repair work**



# 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.

## Our tenants and clients are at the centre of our work.

**We care about where they live, the connections they have, the opportunities available to them, their support networks and their health and wellbeing. We want all our tenants to have a positive future, where they feel safe and secure. We believe having a stable, comfortable home is key to achieving this. The more we can support our tenants to sustain their tenancies, the better their outcomes in other aspects of their lives.**

Finding and securing homes for the people we serve is only one part of the work we do. Once a person is safely housed, the wrap-around support we provide is vital in helping them sustain their tenancy and actively be part of their community.

### Contact Centre

Our Contact Centre is available to assist current and prospective tenants with enquiries, registering maintenance jobs and repairs, and accessing other support. Our team receives a high volume of calls and emails each week, and responds efficiently and effectively guided by our policies and procedures.

In the past year, the number of calls and emails to the Contact Centre increased, possibly because of COVID-19 concerns and as tenants became aware of the merger to create Link Wentworth Housing.

We continued to offer a feedback survey to callers at the end of each call. This voluntary survey aims to find out how satisfied callers are with the service they receive from Wentworth staff.

The automated three-question survey rates Wentworth's service and the caller's 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. For 2020-21, Wentworth's overall Net Promoter Score was 64.53. Scores above 50 are regarded as an indicator of high levels of satisfaction with the quality of service provided.

### Looking after our properties

Providing safe, comfortable and well-maintained properties is an important part of supporting tenants to sustain their tenancy and live healthy and happy lives. At Wentworth, we inspect our properties on a regular basis and undertake repairs and upgrades to ensure each one meets quality and safety standards and provides a comfortable home for our tenants. We work with external contractors and suppliers to handle urgent repair requests as quickly as possible, and complete ongoing maintenance tasks.

In addition to responding to maintenance requests, we also track the condition of our properties through a Property Inspection Program. This program evaluates and records every component within our homes (such as the windows, doors, taps etc) to understand which properties are in most need of repairs or upgrades, and how we can best manage ongoing maintenance across the whole portfolio.

In 2021, Wentworth was awarded around \$1.91 million in building industry stimulus funding to complete maintenance and repair upgrades at 256 of its properties in Western Sydney. The funding, which was awarded by the Land and Housing Corporation, was used to improve the quality, safety and comfort of the homes, while also providing much needed work opportunities within the construction industry. We used the funding for maintenance works including external painting, roofing, fencing and concreting.



### Contractors and suppliers

In what has been a challenging year for all, we would like to acknowledge the hard work of our network of maintenance and repairs contractors and suppliers. COVID-19 restrictions meant we had to develop new protocols to ensure the safety of both our tenants and contractors when visiting homes. We would like to thank all contractors for their flexibility, diligence and focus on safety throughout this time. Together, we worked to improve our processes and ensure services continued to meet or exceed the expectations of our tenants.

Thank you also to our maintenance contractors who contributed to the Social Impact Fund in 2020-21. This financial year, \$73,340 was raised for community programs that will be delivered for tenants, clients and their communities.

### Tenant support

We understand the huge toll financial and housing stress can place on an individual's general health and wellbeing. To support our tenants who may be facing rental distress, we completed a significant amount of work around improving our processes and framework to help them stay on top of their rental payments and sustain their tenancies.

This included introducing early intervention strategies to tackle issues before they became too overwhelming for tenants. We developed internal guides to assist staff in speaking with tenants who were facing challenges with their rental payments. During the onboarding process for new tenants, we increased our focus on explaining their role. We emphasised that by coming to Wentworth early, we could support them with a plan to manage their payments and connect them with relevant services. We also provided staff with training around having difficult conversations, and introduced an 'escalation team' focussed on managing these types of issues.

The reforms in this area were supported by the introduction of business intelligence dashboards that provide quick access and insights into our data and focus attention on key 'pain points'.

### Integrating Lithgow tenants

Following the acquisition of Lithgow Community Housing in the previous financial year, this year we focused on completing the integration of their operations and tenants into Wentworth's operations.

As a result of the two long-serving staff members from Lithgow Community Housing retiring during the year, and a shortage of local Lithgow staff, we combined our Lithgow and Blue Mountains services into the one team with management from Katoomba. The Lithgow office remains open two days a week, providing the full range of support services to tenants and other people in the community seeking housing assistance. Staff in Lithgow have also been working hard to build strong connections with local organisations, including working closely with Lithgow Community Projects.

We would like to thank Bev Wiggins and Cathie Besley for their long-standing service to Lithgow Community Housing and tenants in Lithgow.

### Responding to natural disasters

Wentworth staff were actively involved in a planning group to help people living in Western Sydney respond effectively and safely to disasters, such as the floods in March 2021.

In the case of the floods, our Windsor Team, in partnership with the Sustainable Communities Team, provided support to residents directly and indirectly impacted by the floods. We were able to maintain service provision to the community with minimal disruption.

### Partnerships

Part of our role as housing provider is to ensure our tenants are connected with the additional services and support they need to lead fulfilling lives and be part of their community. We maintain close connections and work in partnership with a range of community organisations and agencies in Penrith, the Blue Mountains, the Hawkesbury and Lithgow region. These include real estate agents, health services, government agencies, community services organisations, youth organisations and local businesses.

We are grateful for the support many of our partners have offered in response to COVID-19. We have been able to deliver care packages to those most in need, thanks to the generosity of many organisations we work with.

In 2020-21, our key partners were:

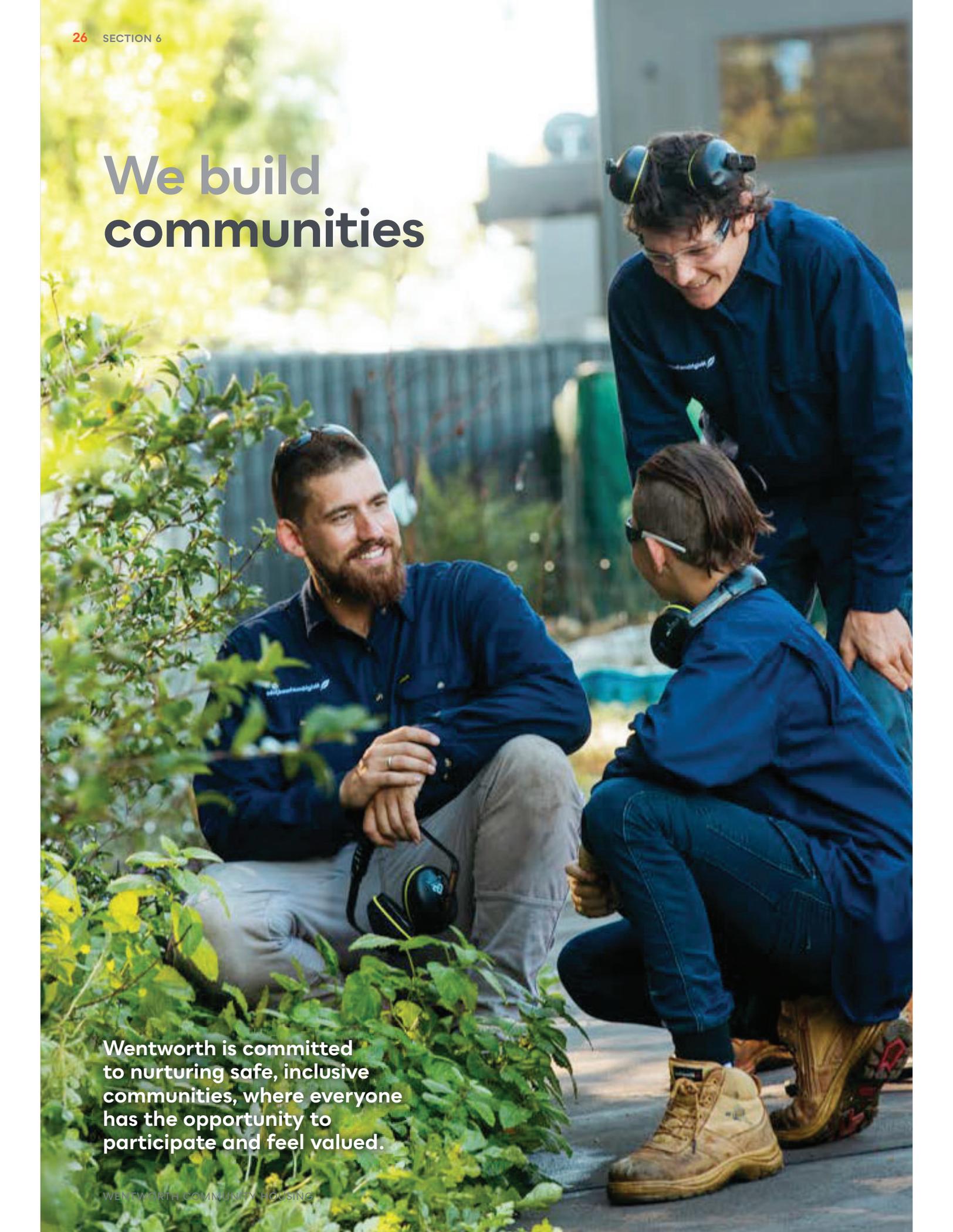
- Flourish Australia
- Nepean Community Neighbourhood Services
- Platform Youth Services
- Uniting
- West Connect Domestic Violence Services.



**Part of our role as housing provider is to ensure our tenants are connected with the additional services and support they need to lead fulfilling lives and be part of their community.**

# We build communities

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



Wentworth understands that a home is built on more than just bricks and mortar. As well as a roof over their heads, people also need a sense of belonging and connection to community, and access to vital support services and employment opportunities.

That is why we have been committed to delivering innovative projects and programs which empower our tenants to study, work and engage positively with their neighbours, local businesses, organisations and services.

The communities we work in are unique. Western Sydney is home to the largest and most diverse urban population of Aboriginal people in the country. A high proportion of people living in the region also face disadvantage and barriers when it comes to accessing education and employment opportunities, as well as health and community services.

Wentworth worked collaboratively with these communities to deliver programs and projects which best meet the needs and aspirations of the people who call them home.

### Staying connected during COVID-19

As the pandemic continued to keep people socially distant throughout 2020, Wentworth staff members from across the organisation volunteered to maintain regular contact with our tenants. Thousands of phone calls were made to check in with tenants, and make sure they had access to all the information and support that they needed.

### Community engagement

Wentworth expanded its service offering this year, establishing itself as an internal consultant and community engagement expert in the property development space on two key projects. Our objective on both these projects was to support well-being outcomes for tenants in the context of development.

### Rouse Hill

Wentworth designed and delivered a community engagement process around our development team's proposal to provide more affordable housing in the new Rouse Hill Town Centre. Before the project had even been approved, we started conversations with existing tenants around the impact the development would have on their lived experience, and how they would like us to communicate with them. The next stage of this process is to use this information to ensure the development proceeds in a way that works for them.



### Chapel Street, St Marys

With the opening of this complex in 2020, Wentworth brokered an agreement with locally based organisation Community Junction to manage a community engagement process on behalf of our development team. The contract will run for a fixed period of two years. Community Junction's role will be to support the female residents to develop social cohesion as a group of tenants living in close proximity – with the goal of sustaining tenancies in the long term. This will be achieved by helping tenants to put down roots by connecting them with local businesses, community services and cultural activities. It will also involve providing them with a strong understanding of how the social housing system operates. This place-based model will provide the blueprint for how community engagement projects can be delivered in the future.

### Tenant Advisory Group

Wentworth's three Tenant Advisory Groups (TAGs) based in the Hawkesbury, Blue Mountains and Nepean found it hard to meet because of the pandemic. Recognising not all tenants were able to participate in the TAG process due to limitations around technology, digital literacy and internet access, we also piloted a Tenant Outreach Project.

This project involved Wentworth staff members going out to meet small groups of tenants at complexes. These meetings gave tenants an opportunity to discuss issues around their tenancies and maintenance. It also provided a helpful channel for Wentworth to communicate with tenants about what the merger with Link Housing would mean for them. The Tenant Outreach Project has provided a voice to those who might otherwise struggle to engage with the TAG process and

will remain an important part of how tenants can be engaged in the future.

As COVID-19 restrictions lifted, our TAGs were once again able to meet face-to-face towards the end of 2020. Our regular Christmas festivities went ahead as usual and were a great morale booster for all involved.

Yarn Up was an unexpected and organic addition to our TAG activities in 2020. The initiative was led by a group of Aboriginal Elders living in Wentworth accommodation in the Blue Mountains. The Elders felt they needed to be heard on some of the difficulties they were having with their tenancies, and they took the initiative to arrange a meeting with Wentworth Divisional Managers. The success of that initial meeting saw the group decide to continue to meet on a regular basis with support from the Wentworth team.

Yarn Up is providing social and cultural connection among older Aboriginal tenants and building understanding between Aboriginal tenants and Management



Wentworth  
understands that  
**a home is built  
on more than just  
bricks and mortar**

## Heat in Social Housing

With Penrith and the Hawkesbury declared urban heat islands, Wentworth is proud to be part of this project aimed at building the capacity of the community housing sector and other agencies to support climate resilience in vulnerable tenants.

On January 4, 2020, Penrith was the hottest place on earth. Ground temperatures in some older established neighbourhoods now reach above 50°C in heat wave conditions. Without effective heat mitigation strategies, the situation is set to become life-threatening.

This project is funded by the NSW Department of Planning, Industry and Environment and delivered in partnership with Evolve Housing, Hume Housing, Penrith and Blacktown City Councils, and Western Sydney University. In 2020, resources were co-designed with social housing tenants to help them mitigate the impacts of heat. Three short videos were produced along with a suite of print and digital resources. Thirty frontline staff from community organisations were also trained in how to use those resources to educate tenants.

The next stage of this project is to test whether the effectiveness of the resources increases when they are accompanied by a face-to-face conversation with a staff member from a community organisation.

## GROW

Funded by Women NSW and delivered as a partnership between Wentworth, Uniting and TAFE, this project (Generating Real Opportunities for Women) is helping vulnerable women to access much needed education and employment opportunities. About 18 women, many of whom are living in social housing, took part in a paid pilot project to provide cleaning services to homecare clients of Uniting. The success of the project demonstrated the extraordinary potential of matching women trying to get back on their feet with a market and employment need.

## Neighbourhood Jobs

Wentworth team members went above and beyond to ensure this vital employment program for young people stayed running during 2020. Despite the fact participants were ineligible for JobKeeper support payments, Neighbourhood Jobs remained open for business throughout the pandemic. To protect the health and safety of participants, strict hygiene rules were put in place and the service was restructured to limit the number of young people rostered on at the same time.

With the initial funding for the program from the Youth Employment Innovation Challenge ending in 2020, Wentworth conducted a review of the program to date. Despite not achieving its goal of breaking even, the program successfully trained and employed 60 young people, 48% of whom went on to further employment or education. It also successfully achieved buy-in from local communities and businesses.

Management is currently exploring options for where this program could go from here. We have applied for a \$500,000 grant and are looking at potential employment opportunities for young people in social housing in the construction of Sydney's new aerotropolis and the connecting public transport network.

## Inspire choir

The Inspire Choir continued throughout 2020, albeit remotely via Zoom. The challenges many members faced in participating in choir activities highlighted the impact of the digital divide in Western Sydney. Inspired by this, Wentworth joined Westerly, a coalition of community groups from Greater Western and South-Western Sydney lobbying for better digital access in vulnerable communities.

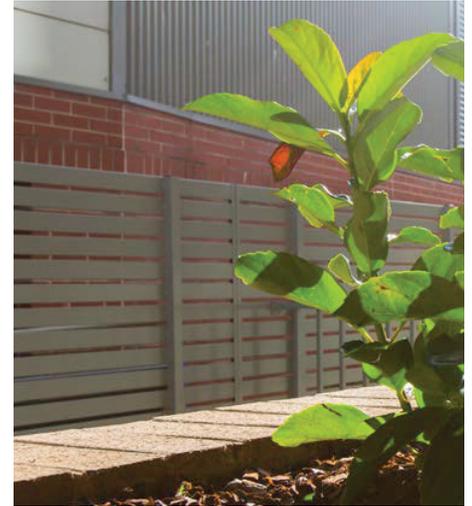
## Older Person Survey

On the back of our successful Older Person Survey in 2019-20, Wentworth was able to refer 67 tenants to Uniting Care to receive home care packages.

## Get Ready for the Flood

The timeliness and importance of this project were demonstrated when Wentworth tenants living in close proximity to the Hawkesbury and Nepean rivers were impacted by a one-in-twenty-year flood in early 2021. Led by Infrastructure NSW and funded under the Hawkesbury-Nepean Flood Risk Management Strategy, participation in this initiative helped tenants prepare for the floods and reduce the risk to life and property.

# We create housing solutions



With more and more people facing homelessness and housing stress in the wake of the COVID-19 pandemic, the need for affordable housing in Western Sydney has never been greater. That demand is set to grow even further in the months and years ahead as vulnerable individuals and families face prolonged periods of unemployment and financial uncertainty.

As a leading provider of community housing in the Nepean, Hawkesbury, Blue Mountains and Lithgow regions, Wentworth plays a critical role in responding to this growing need. This year our portfolio of 2,415 properties provided a much-needed place to call home for 4,292 people.

As well as meeting the increasing demand for affordable housing, Wentworth responds to the changing face of homelessness in the communities we serve. Older, single women are now the fastest group of people experiencing homelessness. To best meet the needs of this and other vulnerable groups into the future, we explored a range of innovative projects and partnerships.

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



### St Marys micro-unit complex

Wentworth was proud to deliver this critical piece of housing infrastructure in 2020 – on time and on budget. Our St Marys micro-unit complex was officially opened by the Hon. Shayne Mallard MLC at a ceremony on Wednesday, 28 October 2020.

The 16-unit complex provides much-needed accommodation for women over the age of 45 who are eligible for social housing. A rapidly growing number of women in this age bracket were found to be struggling to find suitable housing in the private rental market. A Community Building Program is currently being rolled out to support the unique needs of this cohort of tenants. See the *We Build Communities* section of this report for more detail on this program.

Wentworth was proud to involve our tenants in the design and implementation of this project through a series of focus groups. The outcome of that process is a complex of units that are contemporary, energy-efficient and environmentally friendly. Each unit is furnished with a king-single bed and mattress, two-seater sofa, coffee table, 40-inch Smart TV, washer/dryer and a fridge.

This micro-unit complex was delivered under a \$4.4 million partnership between Wentworth and the NSW Government, with the Government providing a \$3 million capital grant.

### Affordable housing in Rouse Hill

Wentworth's plans to build a new affordable housing project in the revitalised Rouse Hill town centre took a significant step forward this year, with a Development Application now lodged with council. The proposal is for the construction of a six/part seven storey residential flat building comprising 33 units of studio, 1-bedroom, and 2-bedroom accommodation.

This followed positive feedback from Council on our preliminary concept and vision for a 33-unit complex in the heart of this rapidly growing and changing community.

### Safe Places Grants

In 2020 Wentworth won a tender to build four units in the Hawkesbury region to provide emergency and crisis accommodation for women and children experiencing domestic and family violence. We are delighted to have the opportunity to play a key role in addressing the urgent accommodation needs of this vulnerable group.

Funded under the Commonwealth Government's Safe Places Emergency Accommodation Program, the project will include support services delivered in partnership between Wentworth's Specialist Domestic and Family



Violence (DFV) Homelessness Services (Nurreen) based in the Hawkesbury and The Hawkesbury Area Women's and Kids Service Inc. (The Women's Cottage) which is the local specialist DFV service. The partnership will provide wrap-around services to the women and children accessing the crisis accommodation.

A Development Application has been lodged with the Land and Housing Corporation and the design of the units is currently being finalised. It is hoped construction will commence in late 2021 with the goal of completing the project by June 2022.

### New Tender

Wentworth submitted a tender to partner with Platform Youth Services to build and service a two-storey boarding house comprising seven independent social housing units under the Department of Communities and Justice's Social Housing Innovation Fund. This innovative partnership offers affordable, quality, independent, supported social housing for vulnerable young people through a long-standing partnership offering property and tenancy management and established Education First support services.

# We reduce homelessness

Delivering innovative and sustainable solutions for resolving and preventing homelessness.





## Providing support to people who are at risk of or who may be experiencing homelessness is a key strategic priority for Wentworth.

In fact, Wentworth is recognised as one of the few leading Community Housing Providers to provide support of this nature. Our Homelessness team works closely with people in the Penrith, Hawkesbury and Blue Mountains regions, where there are high rates of housing stress and homelessness.

We provide a range of services and support to help people who are homeless or who may be facing homelessness to find secure, long-term housing. This includes reaching people wherever they are, whether that's on the streets, at our outreach hubs or through our involvement in local Specialist Homelessness Services. Our Assertive Outreach team finds and meets people, supporting them to find suitable housing and, once they are housed safely, providing ongoing assistance. This helps them maintain their tenancy and

connect with additional support and services they may need to rebuild their lives. While our focus is on supporting people to move into private rental homes, or social housing, where they can maintain a longer-term rental agreement, we also provide some short-term transitional accommodation options where people can stay for up to 12 months while they get back on their feet.

Providing additional support to help people in other areas of their lives is an important part of the service we provide. We recognise that homelessness may be just one of many challenges the people we support face. Our clients may also be dealing with physical and mental health issues, family or relationship problems, lack of employment, financial difficulties, alcohol or drug use. To help them build their confidence and get back on

their feet, we connect individuals with services to support them in all aspects of their lives. This includes tenancy support so they feel confident in staying on top of their tenancy in the private rental market.

This year, demand for our services and support has continued at the same rate. The COVID-19 pandemic has significantly impacted people who are homeless and others facing housing stress or escaping domestic violence in the communities where we work. With fewer people moving properties, lower vacancy rates and a slower turnover of tenants, finding and securing rental accommodation for our clients has been noticeably harder. The impact of lockdown and restrictions has resulted in higher levels of domestic violence and increased anxiety for many clients.

## Homelessness services and support

Wentworth works with other local agencies and organisations to deliver three Specialist Homelessness Services in the Penrith, Hawkesbury and Blue Mountains regions. We are the lead organisation in two of these services. Our contracts to deliver these services have been renewed for another three years to be delivered by Link Wentworth.

Through these services, as at 31 March 2021, Wentworth and partners had provided support to 744 people who experienced or were at risk of homelessness. Wentworth directly supported 442 through these services.

### Adult Homelessness and Housing Support Service

**208** PEOPLE SUPPORTED BY WENTWORTH

**419** PEOPLE SUPPORTED BY ALL PARTNERS

Working with West Connect Domestic Violence Services and the Community Restorative Centre, through this service Wentworth supports people who are homeless or at risk of homelessness to secure a home, connect in their communities and rebuild their lives. The service supports clients through initiatives including early intervention, prevention, rapid rehousing, intensive support, assertive outreach and transitional housing.

### Tenancy Support Service

**62** PEOPLE SUPPORTED BY WENTWORTH

**153** PEOPLE SUPPORTED BY ALL PARTNERS

Wentworth works with Lithgow Community Projects, The Gender Centre and Platform Youth Services to deliver this service for people in the private rental market who are at risk of eviction. Using a range of early intervention strategies, this service supports people to sustain their tenancies.

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 other specialist homelessness services to support people in the private rental market and work with the real estate industry.

### Nurreen

**172** WOMEN AND CHILDREN SUPPORTED

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

As part of this service, there is 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

We have continued to provide casework management support and access to housing information forums such as Homelessness Hubs in Penrith and the Hawkesbury.

Our team has also continued to assess referrals and provide case management support to the short-term accommodation service, Baptist Emergency Accommodation Ministry, in South Windsor and the Hawkesbury area.

### Safe Places

In September, we were very proud to have been awarded \$1,075,333 from the Commonwealth Government to fund the construction of four short-term independent units in the Hawkesbury for women and children escaping domestic violence.

Funded through the Commonwealth Department of Social Services' Safe Places Emergency Accommodation Program, the units will house women and their children, and include a common area where community organisations can offer services and support groups for tenants.

To design the complex, Wentworth worked with The Women's Cottage, the primary specialist domestic violence service in the Hawkesbury which provides trauma-informed client services. We also worked closely with Windsor Police, Hawkesbury Council and local community organisations to ensure the needs of women and children were met in the design.

The project is being resourced by an external consultant, Debra Coulson, who has extensive experience in specialist domestic violence support in the Hawkesbury area.

The complex is due to be completed in mid 2022.

## Together Home

In June 2020, Wentworth was awarded 20 housing and support packages as part of the NSW Government's Together Home initiative. This program, which is a partnership between NSW Government, Community Housing Providers, Specialist Homeless Services and health services, aims to provide housing through the private rental market, and essential support services, to people with complex support needs who are experiencing homelessness. Ongoing assistance is provided to tenants for two years.

By the end of March, Wentworth had successfully housed 19 rough sleepers. This involved identifying each individual's particular housing needs and finding them a suitable rental property. By connecting these people with case workers who provide a high level of support across all aspects of the clients' lives, all 19 clients were still engaged with the program, housed and being supported with a plan at the time of writing.

In early 2021, Wentworth secured additional packages to support a further 20 people in need of accommodation and ongoing support.

Following our success with Together Home, Wentworth received additional funding to provide essential support for 10 high needs clients. These packages are individually tailored to the needs of the clients and provide assistance in areas such as intensive case work support, medical assessments and investigations, and support to connect with country for Aboriginal clients.

## Supporting our Real Estate partners

Our Homelessness Team works closely with real estate agents to secure private rental properties for the people we support who are facing homelessness or in housing crisis. This includes finding properties to rent, as well as working with agents to manage tenants who may be struggling with payments and maintaining their tenancy.

With limited opportunities to meet with agents face-to-face this year for training workshops, we developed an initiative to recognise and acknowledge the role the real estate industry plays in supporting our clients.

On "International Day of Real Estate Agents", we sent our realty partners an email expressing our appreciation of their work and commitment to supporting those in our community in need.

## Awards

We were delighted when Julia Shoesmith, our Specialist Support Lead for Together Home, was selected to participate in Homelessness Australia's Housing First Train the Trainer program. Julia is one of more than 30 participants in the project, which commenced in April 2021. With the aim of upskilling participants to deliver Housing First training in their communities, the project aims to build understanding of Housing First principles in order to expand Housing First programs in the Specialist Homelessness sector and further afield.

The project will also create a Housing First Australia Community of Practice (CoP). The CoP will provide an ongoing platform to share ideas, support implementation, develop practice and embed Housing First as an evidence-based response to people without a home who have complex needs. We are extremely proud Julia is participating in this CoP.

Julia was also recognised as a nominee for the 2020 Westfield Local Heroes Award for her work in reaching communities and people in need.

## It's No Place To Call Home

We wrapped up our participation in the research project, *It's No Place to Call Home: ending tent cities*. Conducted with Western Sydney University, this project investigated a model of rehousing people from tent cities, which we supported cross agency groups to implement in the Hawkesbury in 2019-20. Although COVID-19 restrictions impacted the way the research was conducted, the independent researchers were able to gather information and data to produce a draft report of their findings.

# 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

From the young people working in our social enterprise Neighbourhood Jobs, to staff in our Contact Centre and senior management team, every employee at Wentworth is valued.

We are extremely proud of the way all staff have handled the many disruptions and upheavals experienced over the past year. The COVID-19 crisis placed a huge amount of extra work on employees to ensure the safety of our tenants and clients while also supporting their wellbeing. Additionally, significant time and

effort has gone into preparing for the merger with Link Housing and ensuring a successful integration of the two organisations.

We greatly appreciate each and every staff member who has gone above and beyond this year for our tenants and clients – and their co-workers.

Over its 25 years, Wentworth could not have achieved all it has without the dedication and commitment of its staff.



## Workplace profile

as at 31 March 2021

<b>Number of staff</b>	115*
<b>Identify as Aboriginal or Torres Strait Islander</b>	5.2%
<b>Staff turnover</b>	21%
<b>Gender composition (all staff)</b>	
Male	22%
Female	78%
<b>Board members</b>	
Male	3
Female	3
<b>Executive Leadership Team</b>	
Male	3
Female	3
<b>Employment status</b>	
Full time	82%
Part time	16%**
<b>Years of service</b>	
<1 year	40
1-3 years	19
3+ years	56
<b>Employee age</b>	
18-24	10
25-44	56
45+	49

\* Note: This figure includes 5 trainees and 3 casuals as part of the Neighbourhood Jobs team, plus 4 employees on maximum term contracts assisting with merger-related activities.

\*\*Note: There were also 3 casuals.

**115** TOTAL STAFF

**22%** MALE **78%** FEMALE

**82%** FULL TIME **16%** PART TIME

### BOARD MEMBERS

3 FEMALE  
3 MALE

### EXECUTIVE LEADERSHIP TEAM

3 FEMALE  
3 MALE

### Staffing

We are proud that our staffing levels remained stable throughout the COVID-19 crisis and that there were no COVID-related redundancies. With some slight adjustments to job roles, we were able to support all employees to retain a meaningful role with Wentworth without reducing work hours or significantly changing their roles.

### Managing COVID-19

As COVID-19 restrictions were eased, we followed recommended guidelines from NSW Health to support staff to return to working in our offices on a rotational basis. We have slowly transitioned to a blended working environment where staff spend some time working in the office, some time working from home and some time working in the field, if their role requires. After several months, staff supporting tenants recommenced client service visits with safety measures in place.

### Recruitment and onboarding

It has been a busy year in recruitment and onboarding with 41 roles filled, of which almost half were current staff moving into new roles to support their career progression or skills development.

Filling roles with experienced Wentworth staff not only reduced recruitment costs, but also meant we could retain vital corporate knowledge and skills. It also demonstrated that staff view opportunities within Wentworth and what our organisation has to offer positively – a reflection of the significant work put in over many years to improving Wentworth's culture.

Onboarding is an important part of Wentworth's recruitment process and has been a focus for

our People and Culture Team for several years. Although we had already started to streamline the onboarding process prior to the COVID-19 lockdown period, further refinements were successfully implemented during 2020. This included making slight adjustments to some of our systems and processes so we could efficiently onboard staff without the need to meet face-to-face or attend an office. By moving several key stages in the process online, the time it took to bring new starters on board was reduced.

### Staff engagement survey

Our annual staff engagement survey was conducted by The VOICE Project in November 2020. With the merger with Link Housing on the horizon at that time, we rolled out this survey simultaneously with a survey to staff at Link Housing. Our aim was to use the surveys to gauge how staff from both organisations were feeling in the lead-up to the merger.

Given the enormous disruption to the working environment resulting from the pandemic, and the changes associated with merger activities, many of the results were encouraging. We achieved higher scores than the 2019 survey in the areas of employees receiving regular feedback, staff having access to information, equipment and resources, and overall organisational progress. Areas for focus emerged as general wellbeing and work/life balance, which was not unexpected given that most Wentworth staff moved to a home-based work environment as a result of COVID-19.

### Learning and Development

Supporting our workforce to continue to learn and develop their skills while working for Wentworth has remained a priority, despite lower-than-usual uptake of training opportunities by staff. We recognise that COVID-19 and the merger with Link Housing presented significant challenges for staff to manage on top of their usual roles. However, we are proud to report that more than half our workforce participated in some level of formal learning and development.

We continued to offer internally and externally run courses to ensure staff could expand their skillsets, while also keeping existing skills up to date. Most of these opportunities were conducted online in adaptive settings so staff could participate even when working from home.

We also worked with providers including the Centre for Training in Social Housing, Australasian Housing Institute and Altius Group to offer practical courses for larger groups of staff. Topics included:

- Representing the organisation at Tribunal
- Having money conversations with tenants
- Preventing debt and recovering arrears
- Managing neighbour nuisance complaints.

Through the Wentworth Tertiary Education Assistance Program, we supported four staff to complete tertiary qualifications in:

- Certificate IV Social Housing
- Diploma of Project Management
- Graduate Certificate in Management

Making courses and training available through our E-learning platform has been extremely beneficial, with good uptake from staff. This system will be transferred to the new entity and promoted as an important learning and development tool for all staff to access.

# 162

**TOTAL INDIVIDUAL PARTICIPANTS ON PROGRAMS**

**3** INTERNALLY RUN

**54** EXTERNALLY RUN

### Staff wellbeing

Initially introduced as a way to stay connected with staff and check on people's wellbeing during the lock-down period, our 'all staff' fortnightly meetings continued even after restrictions were lifted. These proved to be a good way to connect people across the organisation and keep everyone updated on progress on the merger, as well as new COVID-19 information of importance to staff and our tenants and clients.

As part of Wentworth's response to the staff engagement survey results, all staff also had the opportunity to participate in a virtual course on managing work/life balance in a blended working environment. This included a reminder on how to ergonomically set up a 'work from home' environment.

### New values for the merged organisation

A highlight for the People and Culture team was participating in a project to develop a set of new values for the merged organisation. Online sessions with staff were jointly facilitated by P&C representatives from Wentworth and Link to gather views on what the values for the new organisation should be. The sessions generated a high level of participation from staff, and allowed people to connect with each other and share their thoughts about the new organisation.

### Policies and procedures

Work in this area was focused on developing a joint Code of Conduct for the new entity.

We also amended several People & Culture policies required for the integration with Link Housing on March 31, 2021. These policies were mostly related to performance improvement, grievance handling, and recruitment and selection processes.



# 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 – Appointed  
November 2013

*Resigned effective  
31 March 2021*

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); Certificate IV in Training and Assessment.

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



**Dr Dianne Jackson**

Appointed January 2016  
Resigned effective  
31 March 2021



Dr Dianne Jackson 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

**Mark Langan**

Appointed 31 March 2021



Mark is a Chartered Accountant and senior finance and governance professional with over 30 years of accounting and commercial experience, including in public practice and in various listed and private companies including as Chief Financial Officer and Company Secretary of ASX listed Xanadu Mines Limited and Chief Financial Officer of the Clarius Group for over a decade.

**Qualifications:**

Mark is a member of the Institute of Chartered Accountants and holds a degree in Business from the University of Technology Sydney.

**Aimee Lindfield**

Appointed October 2015  
Resigned effective  
31 March 2021



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  
Resigned effective  
31 March 2021



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 2020-21

With the exception of CEO Stephen McIntyre, all senior managers held their positions with Wentworth until 31 March 2021. Stephen moved to part-time from 12 April 2021.

## Stephen McIntyre

Chief Executive Officer

Stephen has over 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 and Australian Institute of Company Directors (MAICD), and was a member of the Community Housing Industry Association (NSW) Board from December 2017 to December 2020.

### Qualifications:

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



## 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.

### Qualifications:

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



## 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 program of needs-based funding for housing newbuild and rehabilitation projects.

### Qualifications:

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



## 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 and Development tools.



**Eva Gerencer**

Executive Manager,  
Communications and  
Stakeholder Relations

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 more than 15 years. With a background in end-to-end property development and asset management, Sean has held senior roles in the government and not-for-profit sectors in the New York metropolitan area and Greater Sydney.

He 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:**

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

**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.

**Jenny Ranft**

Divisional Manager,  
Community Services

Jenny leads Wentworth's response to homelessness including three Specialist Homelessness Services and the Together Home Specialised Support Service. 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 including the Heading Home project.

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.



### Jason Press

IT Manager

Jason has over 17 years of leadership experience in IT service management roles across outsourcing, government, banking, internet service provider, telecommunications and social housing 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, merger and acquisitions, business continuity management/transformation, system implementations, 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), Chartered Institute for Securities & Investment (MCSI) and Australian Institute of Company Directors (MAICD).

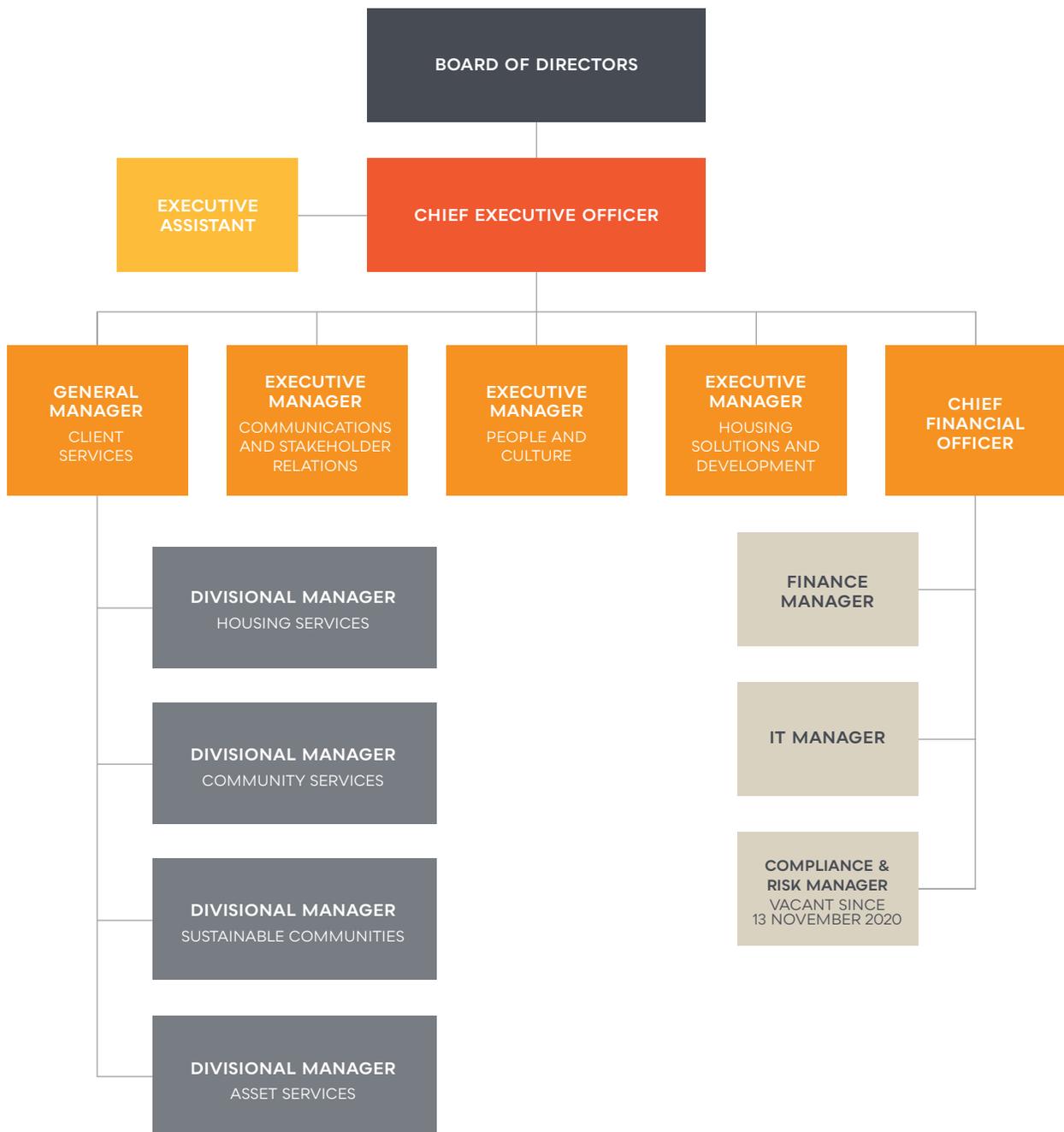
#### Qualifications:

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



# Organisational structure

## Senior Leadership Team Overview



## Communications

The key priority in 2020-21 was working on communications for the merger with Link Housing. This included working with Link Housing to develop a communications strategy prior to the merger, then communicating with Wentworth tenants, staff members and other important stakeholders about the merger. Significant planning went into developing a strategy to manage risk and deliver consistent and clear messaging around the merger. Our key priority was to reassure tenants that there would be no changes to the services they receive or the way they interact with Wentworth. Important information about the merger was communicated via newsletters and a detailed Frequently Asked Questions document. An overall positive response to the merger from our tenants is testament to the success of our communications strategy in this area.

The merger with Link Housing required Wentworth tenants to be moved to a new payment system. This represented a significant amount of work for our team. To encourage tenants to complete their new payment forms on time, Wentworth ran a 30-day incentive competition. By completing their forms, tenants went into a daily draw to win a \$100 EFTPOS gift voucher. Non-winning entries remained in subsequent draws, meaning the earlier tenants completed their forms, the more chances they had of winning.

The incentive proved popular with tenants, with many people reporting the vouchers gave them the chance to do something special they might not otherwise have been able to afford.

The Communications team was also heavily involved in a successful campaign to address rising tenant arrears over the end of year period. This multi-faceted campaign encouraged tenants to stay on top of their rent through three mini-campaigns focussed on personal priorities and financial behaviours, paying rent as a legal obligation and re-thinking Christmas spending and alternative gifting. Delivered from October 2020 through to January 2021 via Wentworth's website, tenant newsletters, social media, printed postcards and flyers and SMS, the campaign supported the work the Housing Team was undertaking to better manage arrears. As a result, there was a significant change in attitudes towards rental payments and only a small number of tenants requested to not pay their arrears due to the festive season approaching. In mid-December 2020, the Housing Services team saw \$250,000 less in arrears, compared with mid-December 2019.

### COVID-19 communications

With the health and safety of the Wentworth community our utmost priority, we have continued to regularly communicate with tenants and staff in relation to the evolving COVID-19 situation. We have kept all stakeholders up to date with the latest health advice as well as changes to our policies and procedures.

### Media coverage

This year local media outlets covered several key Wentworth achievements including the launch of the St Marys micro-units and our role in the NSW Government's Together Home program.

We were pleased to see coverage of Wentworth CEO Stephen McIntyre's meeting with the Hon. Jason Clare MP, Member for Blaxland, and Macquarie MP Susan Templeman to discuss more social and affordable housing reported by the *Blue Mountains Gazette*.

Wentworth was also contacted by the media to provide comments on the issue of rising temperatures as part of Wentworth's involvement in the Western Sydney Heat and Social Housing project, and the crisis in housing for older women.

### Social media

2020-21 saw continued growth in Wentworth's audience and engagement across Facebook, Twitter, LinkedIn and Instagram. These channels played an increasingly important role in the way we engaged with our tenants and the broader community, and shared our success stories.

### ZEST Awards

Wentworth's partnership with the ZEST Awards continued in 2020-21. After being postponed due to the COVID-19 outbreak, the awards were held virtually. We were delighted that our social enterprise arm Neighbourhood Jobs was recognised in two categories: Exceptional Project in a Not-for-Profit, and Partnering for Impact Grant sponsored by ARUP for which it received a \$5,000 grant as the inaugural winner.

### FACEBOOK FOLLOWERS

922	2018
1,088	2019
1,316	2020
<b>1,470</b>	<b>2021 AS AT 31 MARCH 2021</b>

 **1,449**  
**TOTAL PAGE LIKES**

## Operational improvements

The data warehouse system we started to build and implement in the last financial year is now in full swing. From July 2020, we used this to provide valuable decision support concerning tenant vacancies and arrears management.

This business intelligence tool allowed staff to analyse property, client and tenancy information

against financial data to provide greater operational insights and identify areas where improvements and efficiencies can be made.

We implemented Windows Virtual Desktop software across the organisation to provide staff with greater functionality and efficiencies to improve client and staff experiences.

## Core systems

We completed significant IT upgrades to our financial system which was implemented the previous financial year, and continued the bedding down of our new housing and tenancy management systems. Integration of these systems aimed to improve client and tenant experiences as well as enhance our internal processes, with greater access to meaningful data and insights.

To support the shift to working from home, we implemented Microsoft TEAMS to enable collaboration between

employees while working remotely. The work we have done to upgrade our IT systems and platforms in previous years prepared the organisation well for the transition. All our technology platforms stood up to the challenges of COVID-19, with staff productivity improving.

We completed the full integration of the financial and IT systems for the Lithgow acquisition, with all tenants and staff from this part of the organisation transitioned to Wentworth's systems.

Other projects associated with the upgrade of core IT and financial systems were scaled back while we concentrated on preparing for the merger. It was crucial that our financial systems were ready for the transition – not only to ensure staff would be paid, but also to ensure tenant payments could be received without issues from the transition date.

## Risk Management

The management of risk – both strategic and operational – has continued to be a priority. This year, a core part of risk management was to identify potential risks associated with the merge. Each work stream for the merger managed their risks independently.

The COVID-19 Working Group, established at the start of the outbreak continued to meet. This group identified and monitored risks associated with the pandemic and recommended initiatives to improve the safety and efficiency of working arrangements.

We introduced the Protech System to improve our risk management and compliance framework.

## Work Health and Safety

Through our Work Health Safety (WHS) Committee and Finance, Risk and Audit Committee, we are committed to protecting the health and safety of our staff, clients and tenants.

This year, we continued to identify and monitor risks associated with the COVID-19 pandemic. Appropriate strategies, procedures and processes were introduced in line with government health recommendations.

AON Risk Services (the risk management arm of our insurance provider) conducted an independent review of the WHS requirements for both Wentworth and Neighbourhood Jobs from July 2020. In their findings, they reported a very strong understanding of WHS obligations across the organisation and a demonstrated commitment to the safety and wellbeing of staff, particularly among participants of the Neighbourhood Jobs program. Feedback following an onsite

review of the Neighbourhood Jobs crews in action was highly complimentary, both in terms of the demonstrated WHS practices, but also the method used by supervisors to motivate crew members. The final report presented recommendations to integrate the WHS Policy and Procedure documentation of Wentworth and Neighbourhood Jobs more formally, and to work further on data collection and reporting around risks and corrective actions.

## Workplace injury incidents year on year

	2016-17	2017-18	2018-19	2019-20	2020-21*
<b>Reporting incidents</b>	27	29	22	17	4
<b>Incidents resulting in injury</b>	17	18	14	8	2
<b>Average incidents per month</b>	2.25	2.42	1.83	1.42	0.44
<b>Injuries resulting in Workers Compensation claims</b>	29%	33%	36%	63%	25%
<b>Most common injury type</b>	Trip/fall (41%)	Environmental (33%)	Environmental (29%)	Stress (18%)	Trip/fall (50%)
<b>Most common injury location</b>	Office & street path (29%)	Office (56%)	Office (64%)	Office (65%)	Field Work (50%)

\*Only includes data until 31 March 2021.

# 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

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. The Board then 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. This ensures 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	Mark Langan	Aimee Lindfield	Andrew Sweeney
Board Meetings held whilst a Director	8	8	10	8	2	8	8
Board Meetings Attended	8	8	10	8	2	8	8
Finance, Audit and Risk Meetings held whilst a Director	5	-	5	5	-	5	-
Finance, Audit and Risk Meetings Attended	5	-	4	4	-	5	-
Asset & Development Meetings held whilst a Director	4	6	-	-	-	-	6
Asset & Development Meeting Attended	3	6	-	-	-	-	5
Remuneration and Nominations Meetings held whilst a Director	-	-	-	-	-	-	-
Remuneration and Nominations Meeting Attended	-	-	-	-	-	-	-
Neighbourhood Jobs Meetings held whilst a Director	-	-	-	4	-	4	4
Neighbourhood Jobs Meetings Attended	-	-	-	4	-	4	4

#### Notes

Ken Gilbert was on a leave of absence from 7 August to 23 September 2020

Brodie Druett was Acting Board Chair from 7 August to 30 September 2020

# Financial report

For the year ended 30 June 2021  
ABN 50 003 076 337

## **Merger with and transfer of operations to Link Wentworth Housing Limited**

On 29 September 2020, the company entered into a merger agreement with Link Housing Limited (now Link Wentworth Housing Limited or “Link Wentworth”) whereby the two organisations would merge, and as a result of which, the business of this company, consisting of its assets and liabilities, would be transferred and assumed by Link Wentworth.

The completion date of the merger was 31 March 2021, at which date the business and operating assets and liabilities were transferred to Link Wentworth.

## **Wentworth Community Housing Limited ceased to operate during 2021 following the merger with Link Wentworth Limited, and therefore this company’s 2021 Financial Statements are prepared on an orderly realisation basis.**

On 1 April 2021, this company ceased operations and commenced to wind down its activities. On 17 September 2021 the Directors agreed to proceed to finalise its commitments and payout any liabilities, following which it would proceed to deregistration.

The Directors expect this company to be deregistered within six months of the signing of this Financial Report.

The financial statements in this Financial Report have therefore been prepared on an orderly realisation basis.

## **Directors**

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

Kenneth Gilbert

Amanda Anker

Mark Langan

## **Chief Executive Officer**

Stephen McIntyre

## **Company Secretary**

Mark Langan

## **Registered charity street address and principal place of business**

Level 1, 29-57 Station Street,

Penrith NSW 2750

## **Auditor**

Grant Thornton

# Auditor's independence declaration



Level 17, 383 Kent Street  
Sydney NSW 2000

Correspondence to:  
Locked Bag Q800  
QVB Post Office  
Sydney NSW 1230

T +61 2 8297 2400  
F +61 2 9299 4445  
E [info.nsw@au.gt.com](mailto:info.nsw@au.gt.com)  
W [www.grantthornton.com.au](http://www.grantthornton.com.au)

## Auditor's Independence Declaration

To the Responsible Entities of Wentworth Community Housing Limited

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Wentworth Community Housing Limited for the year ended 30 June 2021, 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, 17 September 2021

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## Statement of Profit or Loss and Other Comprehensive Income

as at 30 June 2021

	NOTES	2021	2020
<b>Revenue from ordinary activities</b>			
Government funding			
Government funding and subsidies		9,027,531	6,931,519
Fundraising		10,784	54,563
Rental income		19,472,919	25,933,411
Management fees		326,231	323,934
Other revenue		739,637	703,104
<b>Total revenue</b>	2	<b>29,576,922</b>	33,946,531
<b>Expenses from ordinary activities</b>			
Employee benefits expense		(7,980,571)	(9,939,852)
Tenancy and property management expenses	4	(9,397,180)	(13,439,127)
Depreciation expenses	3	(5,900,687)	(7,748,743)
Other expenses from ordinary activities	5	(3,808,862)	(3,412,611)
<b>Total expenses</b>		<b>(27,087,300)</b>	(34,540,333)
<b>Net surplus (deficit) for the year prior to transfer to Link Wentworth</b>		<b>2,489,622</b>	(593,802)
<b>Transfer to Link Wentworth on merger</b>		<b>(87,697,568)</b>	-
<b>Other comprehensive income</b>			
Revaluation increment – land and buildings		3,240,136	26,629,068
<b>Total comprehensive income (deficit) for the year</b>		<b>(81,967,810)</b>	26,035,266

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

## Statement of Financial Position

for the year ended 30 June 2021

	NOTES	2021	2020
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	6	491,962	19,183,428
Trade and other receivables	7	-	2,457,533
Other current assets	8	26,778	825,129
<b>Total current assets</b>		<b>518,740</b>	<b>22,466,090</b>
<b>Non-current assets</b>			
Property, plant and equipment	9	-	70,097,493
Right of use assets	10.1	-	17,249,297
Other non-current assets	11	-	5,008,940
<b>Total non-current assets</b>		<b>-</b>	<b>92,355,730</b>
<b>Total assets</b>		<b>518,740</b>	<b>114,821,820</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	12	124,004	10,757,816
Borrowings	13	-	310,000
Lease liabilities	10.2	-	6,001,360
Provisions	14	47,289	883,047
<b>Total current liabilities</b>		<b>171,293</b>	<b>17,952,223</b>
<b>Non-current liabilities</b>			
Borrowings	13	-	2,445,000
Lease liabilities	10.2	-	11,887,223
Provisions	14	-	222,117
<b>Total non-current liabilities</b>		<b>171,293</b>	<b>14,554,340</b>
<b>Total liabilities</b>		<b>171,293</b>	<b>32,506,563</b>
<b>Net assets</b>		<b>347,447</b>	<b>82,315,257</b>
<b>Funds</b>			
Reserves		-	45,812,068
Accumulated funds		347,447	36,503,189
<b>Total funds</b>		<b>347,447</b>	<b>82,315,257</b>

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

## Statement of changes in funds

for the year ended 30 June 2021

	ACCUMULATED FUNDS \$	ASSET REVALUATION RESERVE \$	GENERAL RESERVE \$	TOTAL FUNDS \$
<b>Balance at 30 June 2019</b>	<b>37,096,991</b>	<b>-</b>	<b>19,183,000</b>	<b>56,279,991</b>
Comprehensive income				
Surplus for the year	(593,802)	-	-	(593,802)
Other comprehensive income for the year	-	26,629,068	-	26,629,068
<b>Total comprehensive income</b>	<b>(593,802)</b>	<b>26,629,068</b>	<b>-</b>	<b>26,035,266</b>
<b>Balance at 30 June 2020</b>	<b>36,503,189</b>	<b>26,629,068</b>	<b>19,183,000</b>	<b>82,315,257</b>
Comprehensive income				
Surplus for the year	2,489,622	-	-	2,489,622
Transfer to Link Wentworth	(87,697,568)	-	-	(87,697,568)
Other comprehensive income for the year	-	26,629,068	-	3,240,136
<b>Total comprehensive income</b>	<b>(85,207,946)</b>	<b>3,240,136</b>	<b>-</b>	<b>(81,967,810)</b>
Movement to clear reserves	49,052,204	(29,869,204)	19,183,000	-
<b>Balance at 30 June 2021</b>	<b>347,447</b>	<b>-</b>	<b>-</b>	<b>347,447</b>

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

# Statement of cash flows

for the year ended 30 June 2021

	NOTES	2021 \$	2020 \$
<b>Cash flows from operating activities</b>			
Tenant rents received		20,360,829	24,948,231
Sundry income		772,250	667,768
Government funded subsidies and grants		5,779,062	11,345,446
Payments to suppliers and employees		(22,599,658)	(26,469,330)
Interest received		392,150	383,407
Net cash inflow from operating activities	15	<b>4,704,633</b>	10,875,522
<b>Cash flows from investing activities</b>			
Acquisition of Investment Fund Units		-	3,013
Purchase of property, plant and equipment		(1,560,626)	(2,814,554)
Proceeds from the sale of property, plant & equipment		4,533,290	-
Net cash outflow from investing activities		<b>2,972,664</b>	(2,811,541)
<b>Cash flows from financing activities</b>			
Proceeds/(payment) from bank loan		(2,755,000)	(310,000)
Lease principal and interest payments		(5,905,936)	(6,491,757)
Lease principal and interest payments		(17,707,827)	-
Net cash outflow from financing activities		<b>(26,368,763)</b>	(6,801,757)
Net increase/(decrease) in cash held		<b>(18,691,466)</b>	1,262,224
Cash and cash equivalents at the beginning of the financial year		19,183,428	17,921,204
Cash and cash equivalents at the end of the financial year	6	<b>491,962</b>	<b>19,183,428</b>

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

# Notes to the Financial Statements

for the year ended 30 June 2021

## 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.

On 29 September 2020, the company entered into a merger agreement with Link Housing Limited (now Link Wentworth Housing Limited or "Link Wentworth") whereby the two organisations would merge as a result of which, the business of this company and its assets and liabilities would be transferred and assumed by Link Wentworth.

The completion date of the merger was 31 March 2021, at which date the business and operating assets and liabilities were transferred to Link Wentworth.

On 1 April 2021, this company commenced ceasing to operate and commenced to wind down its activities.

As outlined in Note 20, on 17 September 2021, the company resolved to commence the process toward its deregistration.

The company expects that its deregistration will likely occur within six months of the signing of this financial report.

The financial statements in this Financial Report have therefore been prepared on an orderly realisation basis (liquidation basis), which recognises the existing solvency of the company.

### b General information and statement of compliance

#### Basis of Preparation of the financial statements on an orderly realisation basis

The financial statements have been prepared on an orderly realisation basis (liquidation basis) and on an accruals basis and are based on historical costs modified, where applicable, by the measurement at net realisable value of selected non-current assets, financial assets and financial liabilities.

The financial statements have not included an estimate of or a provision for costs and charges it expects to incur from 1 July 2021 to the date of the company's expected deregistration within the 2022 financial year. Such costs will be met from the existing net asset position of the company as at 30 June 2021, which the directors consider are adequate funds to meet the company's ongoing financial obligations.

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 2021 were approved and authorised for issue by the Board of Directors on 17 September 2021.

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

### c Changes in accounting policies

#### New and revised accounting standards and interpretations

Certain new Accounting Standards and Interpretations have been published that are not mandatory for the financial year ended 30 June 2021 but are available for early adoption. They have not been applied in preparing this financial report. The impact of such standards is not considered to be significant for the Group.

### d Revenue recognition

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

AASB 15 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.

#### **f Financial instruments**

##### **Recognition, initial measurement and derecognition**

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)

# Notes to the Financial Statements

for the year ended 30 June 2021

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 2021 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 2021.

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.

### h Leases

#### The Company as a lessee

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.

# Notes to the Financial Statements

for the year ended 30 June 2021

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 obligations 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.

### **I 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 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.

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 2: Revenue

	2021 \$	2020 \$
<b>Revenue recognised under AASB 15:</b>		
Rental income and utilities received	19,472,919	25,933,411
Government funding and NRAS subsidies	9,027,351	6,931,519
Management fees	326,231	323,934
<b>Revenue recognised under AASB 1058:</b>		
Fundraising	10,784	54,563
<b>Other revenue</b>		
Net contribution on merger with Lithgow Community Housing	-	319,697
Insurance recoveries	-	-
Proceeds on sale of non-current assets	-	-
Other income	347,487	172,777
Interest revenue	392,150	210,630
Net cash outflow from financing activities	<b>29,576,922</b>	<b>33,946,531</b>

## Note 3: Surplus from ordinary activities

Surplus from ordinary activities been determined after charging as expense:

Depreciation – PPE	911,435	1,671,288
Depreciation of Right of Use Assets	4,989,252	6,077,455
	<b>5,900,687</b>	<b>7,748,743</b>
Total employee benefits including, salaries, superannuation and provisions for entitlements, other remuneration expenses and benefits	<b>7,980,571</b>	<b>9,939,852</b>

## Note 4: Tenancy and property management expenses

Bad and doubtful debts	68,279	1,141,865
Insurance	897,064	930,188
Property leases (refer also to ROU depreciation and lease finance charges in 2020)	261,821	520,313
Rates and utility charges	3,279,578	4,236,086
Repairs and maintenance	4,507,061	5,211,876
Return of unexpended funds	79,111	283,339
Sundry expenses	304,266	1,115,460
	<b>9,397,180</b>	<b>13,439,127</b>

**Note 5: Other expenses**

	2021 \$	2020 \$
Office expenses	344,469	332,986
Program expenses	31,435	27,098
Lease finance costs	849,574	1,053,589
Professional and consultancy expenses	1,253,365	615,554
Sundry expenses	1,330,019	1,383,384
	<b>3,808,862</b>	<b>3,412,611</b>

**Note 6: Cash and cash equivalents**

Cash at bank and on hand	491,962	2,616,710
Short term deposits	-	16,566,718
	<b>491,962</b>	<b>19,183,428</b>

**Note 7: Trade and other receivables**

Sundry debtors and accrued income	-	1,913,237
Tenant arrears - rental	-	1,023,549
Tenant arrears - water	-	17,982
Tenant arrears - other	-	1,261,038
Allowance for credit losses	-	(1,758,273)
	-	<b>2,457,533</b>

**Note 8: Other current assets**

Prepayments	-	636,869
Net GST receivable/(payable)	26,778	114,526
Security bonds and deposits	-	73,734
	<b>26,778</b>	<b>825,129</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

### 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
	\$	\$	\$	\$	\$	\$
<b>Balance as at 1 July 2019</b>	<b>39,539,135</b>	<b>237,619</b>	<b>1,239,637</b>	<b>166,892</b>	<b>1,141,875</b>	<b>42,325,158</b>
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)
Depreciation on disposals	26,629,068	–	–	–	–	26,629,068
<b>Balance as at 30 June 2020</b>	<b>65,060,050</b>	<b>158,163</b>	<b>1,118,625</b>	<b>51,280</b>	<b>3,709,375</b>	<b>70,097,493</b>
<b>Balance as at 1 July 2021</b>	<b>65,060,050</b>	<b>158,163</b>	<b>1,118,625</b>	<b>51,280</b>	<b>3,709,375</b>	<b>70,097,493</b>
Additions	807,819	–	353,852	–	398,956	1,560,627
Reclassification	3,666,244	–	–	–	(3,666,244)	–
Disposals	–	–	–	–	–	–
Depreciation	(507,243)	(34,252)	(318,660)	(51,280)	–	(911,435)
Revaluation	3,240,136	–	–	–	–	3,240,136
Transfer to Link Wentworth	(72,267,006)	(123,911)	(1,153,817)	–	(442,087)	(73,986,821)
<b>Balance as at 30 June 2021</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

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 in 2020 and 2021 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.

All Property, Plant and Equipment was transferred to Link Wentworth on 31 March 2021 under the merger agreement.

## Note 10.1: Right of use assets

	Tenancy properties of social and affordable housing – at cost	Office leases for services and administration	Total
	\$	\$	\$
Balance as at 1 July 2020 on adoption of AASB 16	22,549,636	777,116	23,326,752
Depreciation	(5,879,396)	(198,059)	(6,077,455)
<b>Balance as at 30 June 2020</b>	<b>16,670,240</b>	<b>579,057</b>	<b>17,249,297</b>
Balance as at 1 July 2020	16,670,240	579,057	17,249,297
Additions	(5,879,396)	(198,059)	(6,077,455)
Depreciation	(5,879,396)	(198,059)	(6,077,455)
Transfer to Link Wentworth	(17,021,309)	(464,580)	(17,485,890)
<b>Balance as at 30 June 2021</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

All Right of Use assets were transferred to Link Wentworth on 31 March 2021 under the merger agreement.

## Note 10.2: Lease Liabilities

	Tenancy properties of social and affordable housing – at cost	Office leases for services and administration	Total
	\$	\$	\$
Current liabilities as at 30 June 2020	5,788,677	212,683	6,001,360
Non-Current Liabilities as at 30 June 2020	11,344,638	542,585	11,887,223
<b>Total lease liabilities as at 30 June 2020</b>	<b>17,133,315</b>	<b>755,268</b>	<b>17,888,583</b>
Lease additions and adjustments during 2021 year	5,165,985	59,859	5,225,844
Lease principal payment during 2021	(4,878,050)	(178,312)	(5,056,362)
Lease liabilities assigned to Link Wentworth	(17,421,250)	(636,815)	(18,058,065)
<b>Total lease liabilities as at 30 June 2021</b>	<b>-</b>	<b>-</b>	<b>-</b>

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.

The lease liabilities were assigned to Link Wentworth on 31 March 2021, as per the merger agreement.

## Note 11: Other non-current assets

	2021	2020
	\$	\$
Security bonds and deposits	-	475,651
Financial assets – TCorp growth funds units – at Fair Value Through Profit and Loss	-	4,533,289
	<b>-</b>	<b>5,008,940</b>

The TCorp investments were transferred to Link Wentworth at completion of the merger agreement.

# Notes to the Financial Statements

for the year ended 30 June 2021

## Note 12: Trade and other payables

	2021 \$	2020 \$
<b>Current</b>		
Trade creditors and accrued expenses	124,004	2,344,360
Rental income received in advance	-	1,317,366
Government subsidies and grants received in advance	-	6,673,382
Tenant bonds	-	325,991
Other payables	-	96,717
	<b>124,004</b>	<b>10,757,816</b>

## Note 13: Borrowings

<b>Current</b>		
Bank loan (secured) – Westpac	-	310,000
	-	<b>310,000</b>
<b>Non-current</b>		
Bank loan (secured) – Westpac	-	2,445,000
	-	<b>2,445,000</b>

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

## Note 14: Provisions

<b>Current</b>		
Employee entitlements	47,289	883,047
	<b>47,289</b>	<b>883,047</b>
<b>Non-current</b>		
Employee entitlements	-	222,117
	<b>47,289</b>	<b>222,117</b>

## Note 15: Reconciliation of cash flows from operating activities

<b>Cash flows from operating activities</b>		
Net operating surplus (deficit) for the year	2,489,022	(593,802)
<b>Non-cash items in operating surplus (deficit)</b>		
Depreciation	5,900,687	7,748,743
Lease finance costs	849,574	1,053,589
<b>Movement in assets and liabilities</b>		
Decrease/(Increase) in trade receivables and other current assets	3,255,884	(1,364,778)
(Increase)/decrease in other receivables and other non-current assets	475,651	59,862
(Decrease)/increase in trade and other payables	(7,208,910)	3,641,802
Increase/(Decrease) in provisions	(1,057,875)	330,106
<b>Net cash provided by operating activities</b>	<b>4,704,633</b>	<b>10,875,522</b>

## Note 16: Related party transactions

### Directors' remuneration

Directors were paid honorariums as follows:

	2021 \$	2020 \$
Ken Gilbert	12,000	11,368
Brodie Druett (resigned 31 March 2021)	7,385	8,929
Aimee Lindfield (resigned 31 March 2021)	7,385	9,185
Amanda Anker	7,200	6,831
Dianne Jackson (resigned 31 March 2021)	5,538	6,748
Andrew Sweeney (resigned 31 March 2021)	5,538	6,567
Mark Langan (appointed 31 March 2021)	1,200	-
	<b>51,786</b>	<b>49,628</b>

### Key Management Personnel Compensation

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

Total remuneration (excluding Directors' honorariums)	1,096,911	1,222,431
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### Other related party transactions

Donations from Directors	6,962	12,424
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## Note 17: Contingent liabilities

Nil.

## Note 18: Capital commitments

Nil.

## Note 19: Information and declarations to be furnished under the Charitable Fundraising (NSW) Act 1991

Gross donations from fundraising appeals	10,784	54,563
Less: direct costs of fundraising appeals	-	-
<b>Net surplus obtained from fundraising appeals</b>	<b>10,784</b>	<b>54,563</b>

The net surplus is applied to the charitable purposes of the entity.

## Note 20: Events Subsequent to Reporting Date

On 17 September 2021 the Directors agreed to commence the process toward a deregistration of the company, consistent with the completion of the merger Link Wentworth.

## 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 2021 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



**Mark Langan**  
Director

Dated: 17 September 2021

## Principal Officer's declaration

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

1. the Company is able to pay all of its debts as and when the debts become due and payable;
2. the 30 June 2021 financial statements of the Company satisfy the requirements of the Charitable Fundraising Act 1991 and the Charitable Fundraising Regulation 2021;
3. the contents of the 30 June 2021 financial statement of the Company are true and fair; and
4. the Company has appropriate and effective internal controls



**Stephen McIntyre**  
CEO

Dated: 17 September 2021

# Independent Auditor's report



Level 17, 383 Kent Street  
Sydney NSW 2000

Correspondence to:  
Locked Bag Q800  
QVB Post Office  
Sydney NSW 1230

T +61 2 8297 2400  
F +61 2 9299 4445  
E [info.nsw@au.gt.com](mailto:info.nsw@au.gt.com)  
W [www.granthornton.com.au](http://www.granthornton.com.au)

## 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"), prepared on an orderly realisation (liquidation) basis, which comprises the statement of financial position as at 30 June 2021, 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, prepared on an orderly realisation (liquidation) basis, 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 2021 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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#### **Emphasis of matter – basis of preparation / financial statements prepared on an orderly realisation (liquidation) basis**

We draw attention to Note 1 (a) to the financial statements which explains that the Registered Entity ceased operations on 1 April 2021 and on 17 September 2021 the Responsible Entities resolved to commence the process toward the Registered Entity's deregistration.

The Responsible Entities have therefore prepared the financial statements on an orderly realisation (liquidation) basis as described in Note 1 (b) of the financial statements. Our opinion is not modified in respect of this matter.

#### **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. We therefore note our Emphasis of Matter paragraph above, which makes reference to these matters.

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.

## Independent Auditor's report Continued



- 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.

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 White".

Partner – Audit & Assurance  
Sydney, 17 September 2021

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# Acknowledgements

**We are grateful for all the support we receive from our network of corporate 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:**

## **Government Supporters**

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

## **Individual Donors**

Brodie Druett  
Aimee Lindfield  
Dianne Jackson  
Ken Gilbert





WENTWORTH COMMUNITY HOUSING LIMITED  
ABN 50 003 076 337

## Head Office

### Penrith

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

☎ (02) 4777 8000

☎ (02) 4777 8099

✉ [admin@wentworth.org.au](mailto:admin@wentworth.org.au)

## Branches

### Hawkesbury

409A George Street,  
South Windsor

### Blue Mountains

Level 2, 98 Bathurst Road,  
Katoomba

### Lithgow

42 Main Street,  
Lithgow

**Out of hours emergency maintenance line (02) 4777 8000**