



Pacific Link
HOUSING

Annual Report 2023



Acknowledgement of Country

Pacific Link Housing acknowledges the traditional owners of the Country throughout Australia and their continuing connection to land, sea, sky and community. We pay our deep respect to them and their cultures, and to elders past, present and emerging.

Pacific Link Housing is proud to have offices located on Darkinjung and Awabakal Traditional Lands. We acknowledge the wisdom and culture of their ancestors who walked the lands for many generations.

Brenden Moore, First Nations Community Greening Education Officer at the Botanic Gardens of Sydney, developed the Acknowledgement of Country below. Pacific Link Housing is honoured to share these powerful words and continue to work with the Botanic Gardens to run inclusive garden workshops for our tenants.

Community Greening Acknowledgement of Country

Where the full moon meets the sand dune
From the mountain tops where the trees grow
Where the snow melts and rivers flow
Where the sky kisses the ground
And the ground hugs the sea
We would like to Acknowledge Country



[Community Greening
Acknowledgement of Country Video](#)

Brenden Moore - Biripi Man on Darkinjung Country



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Chairman Report by Wal Edgell



“As the Company enters its 40th year of providing services for our community, the results achieved this year reflect an outstanding and excellent collaborative effort by the Board, our Executive Team and our hardworking staff to progress the vision and purpose of Pacific Link Housing.”

- Wal Edgell
Pacific Link Housing Chairman

In presenting the 2022/2023 Pacific Link Housing Annual Report outcomes, I am once again pleased to report continuing asset growth and profitability that have supported substantial progress in achieving Pacific Link Housing's strategic and business growth objectives as enunciated in our overarching Strategic Plan. This noteworthy progress was achieved despite the continuing impacts of significant increases in rent costs, considerably reduced rental vacancy rates, unprecedented rising construction material and labour costs and a challenging employee recruitment environment.

To ensure a clarity of business vision, the Board and Executive Team engaged in a detailed review of the Company's strategic direction. The outcome which ensued is the Pacific Link Housing Strategic Plan 2023-2028 that delineates five objectives and focus areas, with a range of key indicators that will measure achievement of attaining our goals.

In developing the Plan, that is further described in this Annual Report and following Director and employee feedback, time was invested to refine and communicate the Pacific Link Housing mission. This mission - “what we do” - now simply states “We provide safe secure and affordable homes for those in need”, and the vision - “why we do it” - is “We believe that thriving and inclusive communities benefit everyone”. These two guiding principles, along with renewed values - “the how we do it” - provide an aligned direction that is regularly articulated and referenced by the team in delivery of the Company's objectives and services.

Our key goals continue to include the delivery of high-quality, sustainable and environmentally friendly affordable housing for those in greatest need in the communities of the Central Coast, Lake Macquarie and the Hunter, together with the provision of ongoing quality tenancy and asset management and the provision of capacity-building programs and initiatives that provide opportunities for our tenants. Notwithstanding the previously mentioned challenges, continuing and increased profitability allows Pacific Link Housing to fund these objectives.

I am extremely pleased to report that this year's surplus increased to \$4.2 million (2022 \$3.8 million), income rose to \$22.7 million (2022 \$21.4 million) and net assets increased from \$28.4 million to \$32.6 million.

In the current environment of rapidly rising interest rates, primarily targeted at addressing inflationary pressures, the strategy of securing long-term fixed-rate finance for the Company from the National Housing Finance and Investment Corporation (NHFIC), has protected the Company from increased borrowing costs. In June 2023, the Company's NHFIC borrowing facility totalled \$11 million and this debt is secured on Pacific Link Housing's owned portfolio of properties now valued at \$41.7 million (2022 \$34 million). Plans have been developed to raise additional borrowings in the coming 12-18 months, secured on completed developments as outlined below.

The Company's progressive social and affordable housing development program has continued and July 2023 saw the completion of our new 13-unit apartment complex at Belmont,

named Fernleigh Apartments. This housing was targeted to housing older single people and couples, and all social housing units were occupied by the end of August. While the project was delivered within budget, construction completion was delayed by some months as a result of the impacts of COVID-19 shutdowns, supply chain impacts and extensive new certification requirements.

Work is progressing rapidly on six dwellings being constructed at Warnervale, which are set to be delivered by the end of 2023, well ahead of the construction schedule. Construction commenced in March 2023 at the Company's site at Kantara Road, Canton Beach, which will deliver 14 units and is scheduled for completion in May 2024. Planning is also well advanced on the Company's site at Macleay Avenue, Woy Woy, which will see 21 units delivered in a townhouse/villa configuration.

These developments are partially funded by successful applications to the NSW Department of Communities and Justice for grants from the Community Housing Innovation Fund (CHIF), which will allow for a component of the development to be allocated to much-needed social housing. To date, the Company has been successful in NSW Government grant funding applications totalling \$13 million that will support 40 new units of social housing supply being added in our region.

At a local government level, in November 2022 Central Coast Council announced that Pacific Link Housing had been successful in our tender to develop units at a Council-owned site at The Entrance. This project will be the largest in the Company's history, with an estimated 45 units to be delivered on the site. Terms have been agreed on NSW Land and Housing Corporation's intention to acquire an agreed number of units in the development for social housing once completed. In total, our ongoing pipeline of housing developments comprises 86 units across four sites.

With the passing of the Housing Australia Future Fund legislation by the Commonwealth Government in September 2023, along with announcements by the NSW Government, these recent initiatives represent a welcome, albeit long overdue investment by governments to address social and affordable housing supply. A key strategic focus for the Company is taking steps in readiness to actively assess and unlock future development opportunities through collaborative discussions and proposals, along with advocating for the express need for up-front capital grant funding as the prime driver for greater housing delivery outcomes.

Pursuing our strong commitment to advocacy, we continue to showcase our affordable housing development capabilities to government ministers (State and Commonwealth), local government executives, local MPs, partners and other key stakeholders who are continually complimentary as to the high standard of design and finishes achieved. The Board are united in the view that this great satisfaction stems from our belief that our developments confer dignity for our tenants and assists them in

pursuing better lifestyles and outcomes.

Striving to continue to improve tenant satisfaction with their housing and our services is at the core of Pacific Link Housing's purpose, as it is the safety and security of a house that enables tenants to achieve stability and happiness in their lives. Results from the annual independently conducted tenant survey and ongoing feedback throughout the year are a significant focus for the Board, Executive Team and staff. From this perspective, it was pleasing to see improvements in the 2023 survey results across three key areas - overall service delivery, property condition and maintenance services. In another pleasing development, it is extremely encouraging to receive the support of a growing number of local businesses and partners keen to support the vulnerable in the community via Pacific Link Housing as a trusted partner.

The Company maintains a high focus on governance and compliance and continues to meet all requirements of the National Regulatory System of the Community Housing Registrar. Of particular note in this regard is the investment in additional compliance resources within the Company via the appointment of our first in-house legal officer and the implementation of a new compliance, risk and contract management monitoring system to underpin ongoing assurance.

As the Company enters its 40th year of providing services for our community, the results achieved this year reflect an outstanding and excellent collaborative effort by the Board, our Executive Team and our hardworking staff to progress the vision and purpose of Pacific Link Housing. We remain focused on operating our business as efficiently and effectively as possible, no matter how difficult the operational and economic circumstances that prevail.

I extend my deepest thanks to my fellow Directors for their much-valued insight, strategic and operational expertise and unstinting support they bring to the Pacific Link Housing Board. On behalf of the Board, I also acknowledge our Executive Team and dedicated staff for their outstanding support and commitment to delivering services for our clients.

In closing, I also sincerely thank our government stakeholders, service support partners, valued contractors and consultants for their collaborative efforts in delivering excellent community housing supply outcomes and services in NSW for those residents in greatest need in our communities.



Wal Edgell
Chairman

About Pacific Link Housing

Pacific Link Housing, a Tier One registered community housing provider, has proudly served the Central Coast, Lake Macquarie and Hunter regions of NSW for nearly 40 years. Formed in 1996 through a merger of two housing associations with a combined history since 1984, we have embedded ourselves as a respected and award-winning leader in the housing sector.

In 2023, Pacific Link Housing's Board released our Strategic Plan 2023-2028, outlining our aspirational long-term goals for the next five to ten years. Our Board consulted widely with staff and stakeholders to develop the plan and carefully considered opportunities, risks, business case papers and financial forecasts through strategic planning days. The Board is responsible for the

ultimate implementation of the plan, which is reviewed annually or as needed to adapt to changing circumstances.

Our updated mission, vision and values are central to this plan, reflecting our commitment to making a positive impact in our community. The plan also aligns with the new community housing standard for Environmental, Social and Governance Framework. Our annual Business Plan reflects the objectives of the Strategic Plan and details our short to medium-term goals. The Board closely monitors this plan which drives everyday efforts to achieve our broader vision. We look forward to sharing updates and accomplishments related to our Strategic Objectives in future Annual Reports.

Vision

Thriving and inclusive communities that benefit everyone.

Mission

We provide safe, secure and affordable homes for those in need.

Values

Respectful

We work respectfully together, prioritise safety and support each other.

Responsible

We continually learn and adapt to create social impact whilst maintaining financial sustainability.

Resolute

We are determined to achieve, know our strengths, yet remain humble.



Pacific Link Housing Team Members at Hunter Homeless Connect: Maria Ford and Kristina Conte

Strategic Objectives

Pacific Link Housing's work is predicated on our five Strategic Objectives, which remain at the core of our everyday operations and guide our future direction.



Provide
more
homes

Focus Areas

- Generate development and management opportunities.
- Develop capital and financing strategies for long-term sustainability.
- Grow access to finance through high-quality tenders and grants.
- Pursue purpose-led collaborations with partners.
- Build readiness and capacity.
- Optimise our charitable status and facilitate social enterprises.

Key Indicators

- Dwellings built or acquired
- Dwellings managed
- Development pipeline
- Capital and financing strategy
- Partnerships and collaborations



Value our
people

Focus Areas

- Foster values-based, positive culture and work environment.
- Empower our team to optimise performance, flexibility and mobility.
- Nurture wellbeing and embed safety focus.
- Support career progression, leadership and professional development.

Key Indicators

- Employee survey results
- Retention and voluntary turnover
- Training and professional development
- WHS incidents



Improve
tenant
wellbeing

Focus Areas

- Listen to the views, concerns and encouragement from tenants, neighbours and support partners.
- Deliver quality services, support and offer choice.
- Maintain quality property condition with consideration to energy efficiency and comfort.
- Offer programs to support social and economic participation.
- Create inclusive engagement opportunities.
- Use a systematic approach to measure and report on our impact.

Key Indicators

- Tenant survey results
- Tenant program participants
- Placemaking activities
- Tenant support referrals and partners
- Complaints, appeals and feedback



Achieve
excellence &
sustainability

Focus Areas

- Maintain financial discipline and manage risks effectively.
- Drive operational quality, resilience and scalability.
- Invest in technology and systems to support decision-making.
- Ensure governance, risk, compliance and procurement best practice.
- Maintain continuous improvement ethos.
- Seek revenue diversification opportunities.
- Seek to optimise positive environmental impacts.

Key Indicators

- Financial indicators
- Borrowing covenants
- Compliance and risk indicators
- Tenancy data
- Rent arrears
- Environmental impacts
- IT Strategy



Focus on
community
impact

Focus Areas

- Focus on opportunities in our local footprint to consolidate our leadership position.
- Lead influence and evidence-based advocacy.
- Build our profile within our community broadly.
- Collaborate with our diverse network of government, social and private sector stakeholders.

Key Indicators

- Advocacy activities
- Media exposures
- Stakeholder engagements
- Government submissions
- Ministerial and local member involvement

CEO Report by Ian Lynch



“Pacific Link Housing has been relentless in its pursuit of innovative solutions and meaningful partnerships throughout the year. Our collaborative approach, combined with a firm commitment to delivering high-quality service, has firmly embedded us as a leader in the community housing sector.”

- Ian Lynch
Pacific Link Housing CEO

With the continuing deterioration in the availability of affordable rental housing in the Central Coast, Lake Macquarie and Hunter areas, a large part of Pacific Link Housing’s focus over the past year has been to drive advocacy with governments, businesses and within the community, and respond to opportunities for additional funding for our region.

Affordable and social housing shortages have reached a critical point. Not only are welfare agencies calling for more housing, but increasingly, businesses, universities, health services and other prominent employers face recruitment challenges due to insufficient housing. The scarcity of affordable rentals and escalating housing stress hampers economic opportunity and community cohesion in the region. Proactive initiatives and collaboration across government and non-government organisations is vital to improve affordable housing outcomes. Pacific Link Housing took a proactive step and co-hosted the Central Coast Housing Forum in September 2022, bringing together around 90 local stakeholders to develop a united voice ahead of the March 2023 NSW election.

Governments have responded with measures to address housing supply. In September 2023, the Commonwealth Government legislated the Housing Australia Future Fund with a \$10 billion fund to construct 30,000 homes over five years. Additionally, a \$2 billion Social Housing Accelerator Fund (SHAF) was announced, of which \$610 million is earmarked to boost NSW’s long-underfunded social housing. To further address the issue, the NSW Government is implementing measures to incentivise private investment in the construction of affordable rentals and

from January 2024, will merge two agencies into Homes NSW, to streamline social housing services.

Pacific Link Housing’s strategy to address affordable housing shortages through high-quality submissions for government funding has again been successful. We secured a Community Housing Innovation Fund grant of \$4.8 million towards our Woy Woy project and a further \$8 million from the SHAF to acquire 37 dwellings in East Gosford and Telarah for allocation as social housing. Our total grant acquisitions over recent years has reached around \$30 million for delivering new housing, upgrading properties, accessing additional housing and providing tenant support programs. This level of success reflects the collective efforts of our team, however there is always more to do. Along with the community housing sector, we are positioning ourselves in readiness for opportunities arising from these initiatives to increase well-located, high-quality housing in our community.

Governments alone cannot solve the housing shortages in our region. Therefore, we dedicate significant time forging strategic partnerships with stakeholders including local councils, developers, peak bodies, employers, businesses, corporate donors and community organisations. Pacific Link Housing has become a trusted resource for local and state media seeking expert insights on housing. We also actively participate in forums and leadership groups, sharing updates on our developments, programs, initiatives and impactful stories of the tenants we support.

With the Fernleigh Apartments at Belmont complete, we celebrated the efforts of our building contractor, project manager,

architects and consultants at an opening event. Our talented development team, overseen by the Board's Growth Committee, consistently deliver exceptional quality and award-winning housing projects. Assistance from Lake Macquarie City Council by way of an exemption from certain developer fees provided a welcome financial boost towards the development. These apartments now include a by-appointment office space for our services and our social enterprise real estate agency, Key2 Realty.

In collaboration with the University of Newcastle, we released a thought-provoking research report titled "Together Home practitioners' perspectives on building resilience and relationships." The report showcases the Together Home Program's success in addressing chronic homelessness through a Housing First model with intensive, long-term support. Funded by the NSW Department of Communities and Justice, the program provides long-term housing and aims to improve personal wellbeing for individuals experiencing homelessness, particularly those street sleeping. The evidence of the success of the program and life-changing outcomes is clear - of the 48 funded participants supported by the Pacific Link Housing team, 100% now have a long-term housing plan and are engaged with support services, 97% reported improved health and wellbeing and 85% reconnected with family, community or culture. In addition, 25% exited the social housing system into mainstream housing. Accordingly, we were pleased to see ongoing funding for the program in the NSW Government's September 2023 budget.

Maintaining our portfolio of almost 700 ageing NSW Land and Housing Corporation (LAHC) dwellings remains a challenge. We've invested in new software for more efficient maintenance resource allocation and to meet LAHC lease obligations, requiring highly detailed inspections. These inspections provide a condition score based on the condition and age of the dwelling. This three-year project is progressing well and as of June 2023, 93% of properties inspected met standards. Our Annual Tenant Survey also shows increased satisfaction with property condition and repair quality, both above sector average. Reflecting government confidence in our asset management, we saw an allocation of supplementary capital works funding from LAHC for roof, kitchen and bathroom replacements for the third consecutive year.

Another financial challenge is our portfolio of around 370 properties leased from private landlords. While we are part-funded by government for the difference between rents paid and collected from tenants, given the region's high rent increases, it is important that funding levels keep pace. Consistent advocacy in recent years has seen some recognition of the issue within government and it was pleasing to see some additional funding announced in the NSW Government's September 2023 budget.

As with other community sectors, the economic headwinds pose challenges with increased inflation, employment costs, building and material costs, all putting pressure on our operating surplus. While we are proud of our success in attracting capital grants

for housing supply, accounting standards require that these monies are reflected as operating revenue. In fact, this masks the underlying operational financial position and an explanation has been provided in this year's Directors' Report within the audited financial statements. This reveals the impact of the trend of costs rising at higher levels than operational revenues and it is an ongoing focus for the Board and Executive Team to manage costs and identify opportunities for revenue diversification.

With our team of 42 employees, an area of focus this year has been strengthening our workplace health and safety. An action plan has seen additional training, a reinvigorated employee committee and steps taken to ensure continued wellbeing. Our team's efforts were recognised with numerous accolades, most notably being named Outstanding Community Organisation at the 2022 Business NSW Central Coast Regional Awards.

Our team have continued high levels of engagement activities, reflected in positive feedback in our Annual Tenant Survey that reports tenant involvement well above the sector average. In June 2023, Bendigo Bank Ettalong Beach generously funded the purchase, fit-out and operating costs of a 'Community Connect Van'. While significant, this donation is only one of a growing number from local businesses keen to support our community-building activities. This year, our engagement activities attracted a remarkable 864 tenants, underscoring the increasing strength of our community. Additionally, we supported 22 tenants through the Sheila Astolfi Education Support Program and provided further assistance to 60 tenants with driving lessons and interest-free laptop loans.

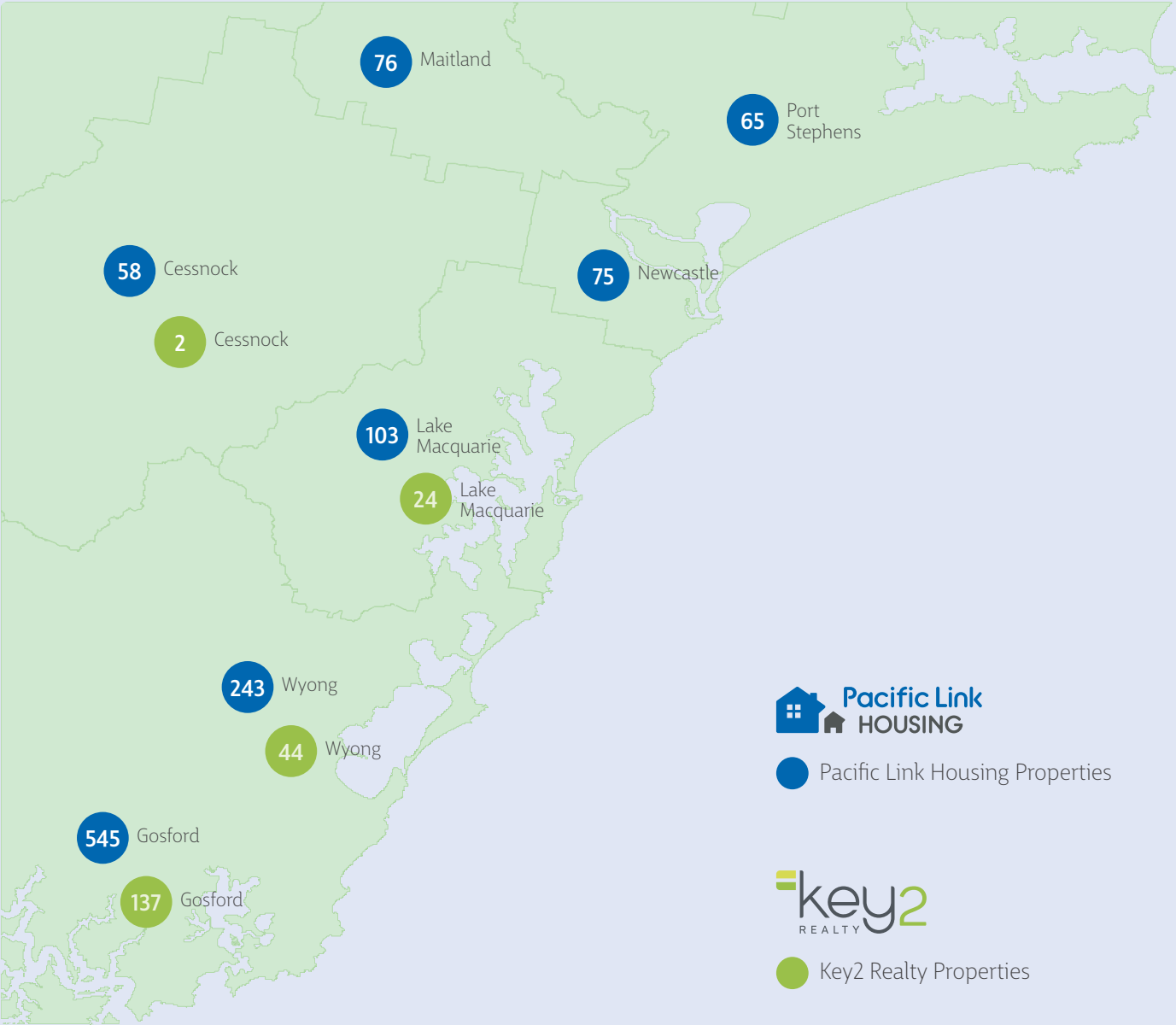
Pacific Link Housing has been relentless in its pursuit of innovative solutions and meaningful partnerships throughout the year. Our collaborative approach, combined with a firm commitment to delivering high-quality service, has firmly embedded us as a leader in the community housing sector. With the continuous support of our partners, stakeholders, donors, government agencies and the broader community, we are deeply committed to our mission of providing safe, secure and affordable homes for those in need.

As we reflect on a year filled with significant achievements and look towards our landmark 40th year, the journey ahead undoubtedly presents new challenges. However, we stand confident with a legacy of success and the support of our Directors, Executive Team and staff. We are poised to meet any challenges head-on and realise our vision of 'thriving and inclusive communities that benefit everyone'.



Ian Lynch
CEO

Footprint



Properties

1,164 Pacific Link Housing Properties

207 Key2 Realty Properties

1,371 Total Properties

Activity 2022-2023

 **4,050** Completed Maintenance Requests

 **2,200** Residents Housed

 **1,390** Home Visits

Achievements 2022-2023

Award Wins

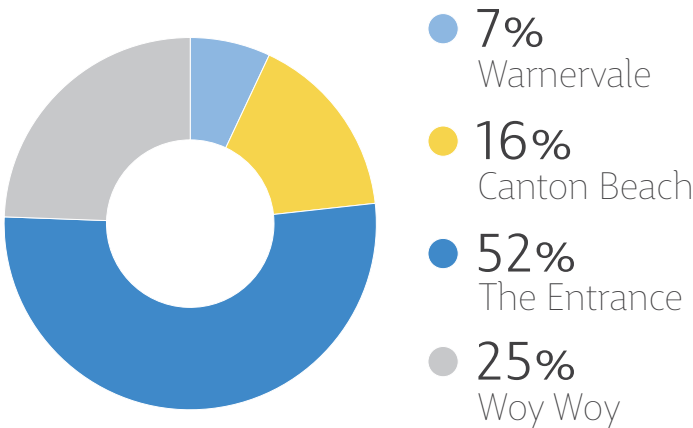
 **20** Award wins and finalist positions



Development Pipeline

 **66** Dwellings in design or planning stage

 **20** Dwellings under construction



Surplus
FY 2023

 **\$4.2**
million

Net Assets
FY 2023

 **\$32.6**
million

Owned Portfolio
of Properties

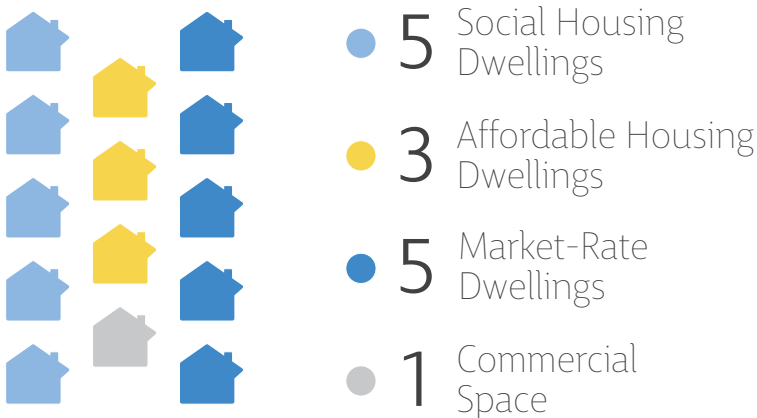
 **\$41.7**
million

Completed Development

 **13** Dwellings

 **19** Bedrooms

 **27** Solar panels

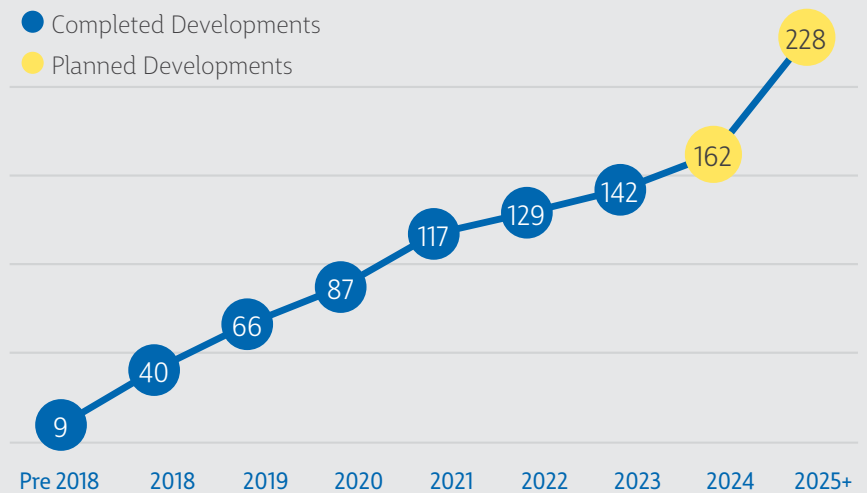




Our Development Approach

Pacific Link Housing has embarked on a focused and continuing program of development and construction of affordable housing. With 142 completed units spanning social, affordable and market-rate rentals across eight projects to date, we are able to address the diverse housing needs of our community in alignment with our vision.

Our ongoing commitment to mixed tenancy projects includes a pipeline of 86 units at various stages of progress. Through proactive coordination of equity, finance and grant funding, we continue to prioritise and expand our development efforts.



Accolades for Adira Apartments, Woy Woy

Pacific Link Housing remains resolute in its mission to provide safe, secure and affordable homes tailored to our community's diverse needs. In December 2021, we completed the Adira Apartments, a mixed-tenancy complex specifically designed for older women. This project has garnered significant recognition and accolades, emphasising not only our architectural and construction expertise, but also the profound social impact of our developments.

Our achievements over the past year include finalist placements in the esteemed 2023 Property Council of Australia Awards and the 2022 Urban Development Institute of Australia NSW Awards. We were also the winner of the Australasian Housing Institute NSW/ACT Award for Leading Housing Development. This prestigious award recognises our dedicated commitment to fostering inclusivity, community collaboration and a sense of belonging among our tenants. Adira Apartments stands as a shining example of a development that provides a secure and supportive environment where older single women can truly thrive.

Pacific Link Housing Team Members at Property Council of Australia Awards: Scott Ryan, Carrie Alton, Mark Glew and Ian Lynch



Adira, Woy Woy
YouTube Video



Completion of Fernleigh Apartments, Belmont

In July 2023, Pacific Link Housing proudly celebrated the completion of Fernleigh Apartments. The mixed-tenancy complex consists of 13 one and two-bedroom units with a blend of social, affordable and market-rate rentals. An appropriate number of disability-accessible units is provided in the complex, reflecting the ongoing demand for the housing needs of people living with a disability. Constructed by Newcastle-based company Kingston Building, Fernleigh also includes a shared terrace garden and a small commercial space that is used by Pacific Link Housing and Key2 Realty.

The NSW Government contributed \$1.6 million towards the overall \$7 million Fernleigh development, which ensures five units are for social housing waitlist allocations. This funding was made available through the Community Housing Innovation Fund, a program focused on partnering with community housing providers to efficiently deliver social housing outcomes.

The completion of the Fernleigh Apartments marks a significant step towards increasing the availability of affordable housing in the Lake Macquarie region. It aligns with the objectives of Lake Macquarie City Council's Local Housing Strategy, contributing to a more inclusive community where everyone can access safe, secure and affordable housing.



Fernleigh, Belmont
[YouTube Video](#)



The Entrance, NSW



Groundbreaking Partnership with Central Coast Council

Pacific Link Housing has entered into a partnership with Central Coast Council to deliver additional affordable rental housing at The Entrance. This collaborative effort is a key initiative from Council's groundbreaking Central Coast Affordable and Alternative Housing Strategy, published in 2019.

Pacific Link Housing has worked with Council for many years on developing the Strategy with an objective to build much-needed housing on the Central Coast, including on Council-owned land. Through the two-stage tender process, we demonstrated a clear vision, capability and capacity to deliver the project.

Our innovative proposal represents a comprehensive partnership involving local, state and federal governments, delivering widespread social and economic benefits to the community. The proposed development is mixed-tenancy, comprising largely of affordable housing for key workers and other tenancies along the housing continuum.

The exciting partnership will help to address the acute shortage of affordable rental housing we are experiencing on the Central Coast. As we move forward, we will collaborate closely with Central Coast Council and the community to refine and advance the proposed project to its next stage of development.



Wal Edgell (Chairman, Pacific Link Housing) and Rik Hart (Administrator, Central Coast Council)

“The proposed development will benefit all of community, from both a social and economic perspective, and provide secure housing to those in greatest need in our community.”

- Wal Edgell



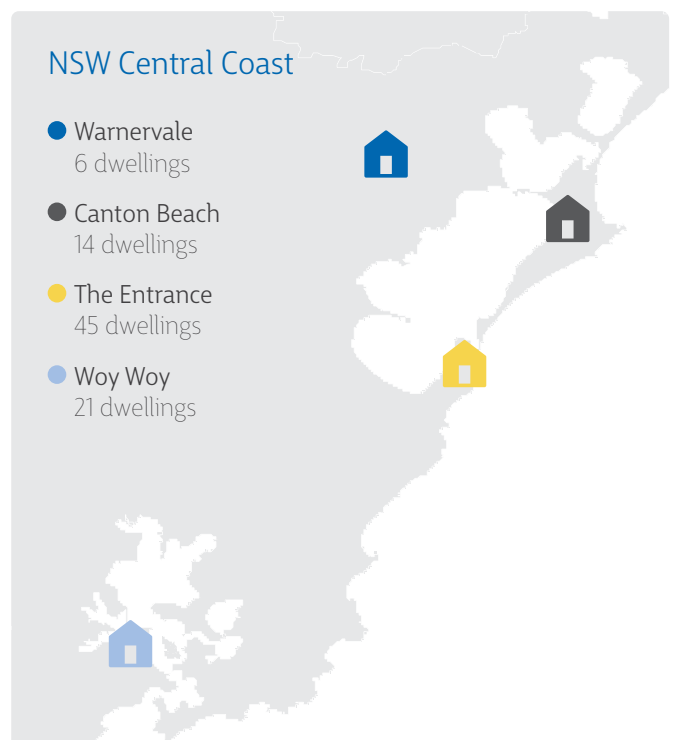
Macleay Avenue, Woy Woy

Expanding Our Housing Portfolio

Pacific Link Housing's ongoing commitment to addressing diverse housing needs extends well into the future. Our extensive development pipeline encompasses 86 units at varying stages of progress, with specific projects designed to meet the ever-present need for affordable housing options.

Our 2023-2028 Strategic Plan outlines our dedication to proactive coordination, utilising equity, finance and grant funding to expand our development endeavours. We will actively seek purpose-driven collaborations with partners and explore additional development or management opportunities to advance our mission.

Pacific Link Housing's focus on the delivery of innovative housing solutions shines through in our development pipeline. This proactive and collaborative approach ensures that we remain at the forefront of addressing diverse housing needs, aligning with our vision of thriving and inclusive communities that benefit everyone.





Our Commitment

At Pacific Link Housing, our team is the foundation of our growth and success. With 'Value our people' firmly established as a key strategic objective, we place significant emphasis on supporting and empowering our staff. We believe in not only fostering professional skill development and training, but also nurturing career aspirations and building on individual strengths. This commitment is a testament to our belief in our team's potential and their integral role in our continued success.

Living Our Core Values

In 2023, Pacific Link Housing underwent a transformative journey, led by the Board of Directors and Executive Team, to reshape our vision, mission and core values. Through extensive teamwork and thoughtful consideration, our new core values - Respectful, Responsible and Resolute - emerged as guiding principles.

The entire organisation embraced these values, integrating them into our daily operations. Our peer recognition program was rebranded as 'Living Our Values,' celebrating team members who embody these ideals. We are committed to the continued integration of these values, affirming that they are not just words on paper but a lived commitment shared by every team member.

Prioritising a Safe Workplace

This year, Pacific Link Housing has placed safety and wellbeing at the forefront of our commitment to staff. We have actively implemented our Workplace Health and Safety Action Plan, which included a briefing of Directors by SafeWork NSW and a significant investment in training. We also introduced a comprehensive Psychosocial and Wellbeing Policy to guide us in supporting our staff and addressing any challenges they may face. Our ongoing initiatives, including confidential counselling, clinical supervision and wellness activities, further enhance staff care, fostering a supportive approach to our team's wellbeing.

Shaping Our Workplace Together

At Pacific Link Housing, we highly value our team's input, actively seeking their feedback through informal channels and our annual Employee Experience Survey. This process enables candid insights, guiding our strategies and action plans to enhance engagement and maintain an outstanding workplace for all staff.



[Our Team](#)
[YouTube Video](#)



42
Employees

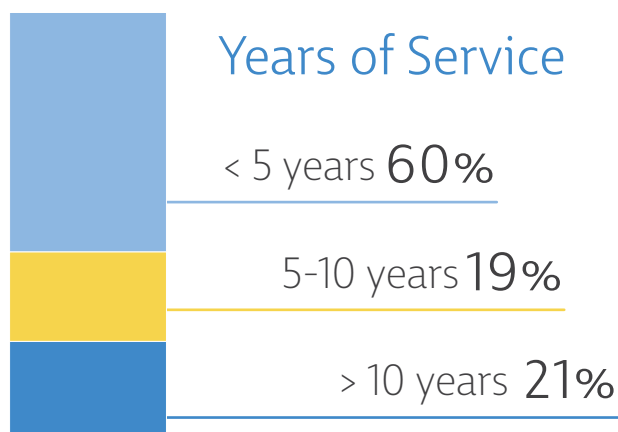


● 71%
Female

● 29%
Male

What do you enjoy most about working at Pacific Link Housing?

- “ Staff have good working relationships and everyone brings their own strengths to the team.
- “ Supporting people to have the best quality life possible.
- “ I like that we have a social purpose.
- “ We are highly respected within the sector, community and government which makes me proud to work here.
- “ The impact of the job on the community.



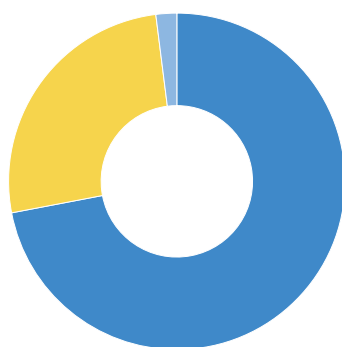
5
Average
Years of
Service

Employment Type

● 72% Full time

● 26% Part time

● 2% Casual



4
Employees
reached a five
year milestone
during FY 2023



Celebrating Team Excellence

Pacific Link Housing was honoured and humbled to receive several prestigious awards celebrating our organisational, team and individual achievements. Notably, we won the 2022 Business NSW Central Coast Award for Outstanding Community Organisation. Our CEO, Ian Lynch, was recognised as the Outstanding Business Leader by the Gosford Erina Business Chamber. Additionally, both our Tenant Engagement and Executive Teams received well-deserved accolades. Individual standouts Maria Ford and Amanda Mundell were acknowledged for their exceptional contributions, with Amanda's outstanding performance in the 2022 CHIA NSW Cadetship Program highlighted. These accomplishments underscore our team's ongoing commitment to excellence and making a positive social impact in the community.



Empowering Tenants for Tomorrow

At Pacific Link Housing, our commitment to tenant wellbeing is guided by our Client Outcomes and Community Engagement Strategy, which revolves around education, employment, opportunity and community engagement.

We understand that a stable home serves as the foundation for an exciting future. To support this, we offer a comprehensive range of tenant support programs, engagement activities and holistic support services designed to empower our tenants to sustain their tenancies.

Within our range of support programs, tenants have access to initiatives such as education support, tech connect subsidised loans, health and wellbeing programs, and learner driver lessons. These initiatives serve as powerful tools, equipping our tenants with the skills and resources needed to build independence and create a brighter future.

Our commitment extends further into our tenant engagement activities and events, which play a vital role in fostering a sense of community. This investment in our tenants not only transforms individual lives but also seamlessly aligns with our vision of thriving and inclusive communities that benefit everyone.



Make a tax-deductible donation to
Pacific Link Housing's Tenant Programs



Education

Providing tenants with tools and resources to achieve their educational goals and reach their full potential



Employment

Providing tenants with training programs and support to become job ready and enter the workforce



Opportunity

Assisting and empowering tenants to lead more meaningful and independent lives in the community



Community Engagement

Developing partnerships, conducting advocacy, research and community engagement activities



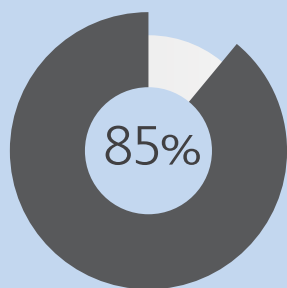
Tenants' Voices Guide Our Efforts

Pacific Link Housing maintains an ethos of continuous improvement and feedback is vital for us to provide the best possible housing experience for our tenants. Their valuable input helps us understand what we do well and what areas we can improve in the future.

In addition to our Annual Tenant Survey, independently conducted by CHIA NSW, we employ a variety of feedback mechanisms, including informal methods, to ensure that we genuinely hear our tenants' voices. Initiatives, such as new tenant check-in calls and online forms, are crucial in informing our program development and planning. These invaluable tools allow us to gather input, enabling us to adapt events and services to meet the unique needs and preferences of our tenants.

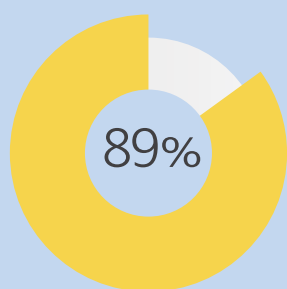
Responses from our Annual Tenant Survey are compared with those of other registered community housing providers, covering a range of benchmarks such as housing services, maintenance, communications, wellbeing and tenant engagement.

This year, 35% of our tenants completed the survey with the following key results:



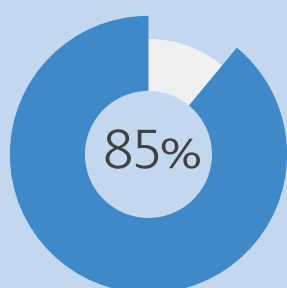
Overall Satisfaction

85% of tenants surveyed said they were satisfied with the services provided by Pacific Link Housing



Lives Improved

89% of tenants surveyed said their lives improved or stayed the same since becoming a tenant



Property Condition

85% of tenants surveyed said they were satisfied with their property condition



Pacific Link Housing's Annual Tenant Survey is conducted independently by the Community Housing Industry Association NSW.

- “ Pacific Link Housing gave me the greatest care and support in a time of dire consequences that occurred. If it wasn't for their compassion and care, we would have ended up homeless.
- “ I have had a heart operation and I was renting privately and could not pay rent as could not work. Pacific Link Housing was an answer to a prayer.
- “ I was unable to manage private rentals on my own and ended up in several women's refuges. When I was offered the current home I am in, I couldn't believe how perfect it was for me.
- “ Thanks to Pacific Link Housing, I am in a house that caters for my physical disability. I am thankful and grateful to them for understanding my needs.
- “ I finally feel like my children and I have a safe house to call home.
- “ Pacific Link has helped by giving me a secure property to live in. I have been able to become more self-sufficient and focus on taking care of my health.



Thriving and Inclusive Communities

At Pacific Link Housing, our vision is to see 'thriving and inclusive communities that benefit everyone'. Driven by that vision and genuine care for our tenants, we dedicate significant time and resources to transform communities so that everyone feels included, valued and heard.

Our commitment is reflected through diverse events such as garden days with the Botanic Gardens of Sydney, BBQs, morning teas, tailored workshops such as cooking classes and kids school holiday activities. These events not only boost social inclusion but also empower tenants to meet neighbours and connect with the wider community. During these gatherings, our team engages in relaxed conversations, allowing us to stay attuned to any community concerns and understand the evolving needs of our tenants.

Over the past year, our efforts have not only enriched tenant experiences but have also attracted substantial corporate and community support. These partnerships infuse our activities with fresh perspectives and innovative ideas. They reinforce our commitment to responding proactively to tenant needs while safeguarding the sustainability and growth of our programs for the future.

We believe that when a community comes together, great things happen. This sentiment is showcased in our tenant engagement activities. Our collaboration with diverse partners not only amplifies our impact, but also demonstrates the power of collective action in shaping a more inclusive society.



Community Garden Day



Community Garden Day



Police and Fires Community Engagement Event



Better Big Bank Connects the Community

Pacific Link Housing received a generous donation to strengthen our ability to connect with tenants and the broader community through our events and activities. The exceptional donation of \$65,000 by Ettalong Beach Bendigo Bank has made the acquisition, fit-out and three years of operating costs for the 'Community Connect Van' possible.

Ettalong Beach Bendigo Bank's donation was the catalyst for further generous contributions, including a \$5,000 discount from Booths Motor Group towards the purchase of the van. In-kind contributions worth approximately \$5,000 from ARB, Rhino Racks and Redarc were also donated towards the fit-out of the van. This remarkable and collective support showcases the commitment of businesses to support local initiatives and causes.

In addition to these contributions, Pacific Link Housing's events have received generous support from a range of businesses, including Westfield Tuggerah, Bunnings, East Coast Beverages, Dominos, Sara Lee and A-League Premiers, the Central Coast Mariners. Their donations and in-kind assistance add an extra touch of community spirit to our tenant events, programs and activities.

Pictured left to right: Mick Gage (Chairman, Ettalong Beach Bendigo Bank), Ian Lynch (CEO, Pacific Link Housing), Kerry Watkins (Director, Ettalong Beach Bendigo Bank), Nicole Harvey (Manager Community Partnerships and Support Coordination, Pacific Link Housing), Adelle Laing (Tenant Engagement Officer, Pacific Link Housing) and Pat Italiano (Branch Manager, Ettalong Beach Bendigo Bank)



Westfield Tuggerah Volunteers



Bunnings Volunteers



Partnerships Restoring Hope and Sustaining Tenancies

At Pacific Link Housing, our tenant-centred approach is made possible through invaluable collaborations with our trusted support partners. We understand that every tenant is unique, with distinct needs and aspirations. That's why we work hand in hand with a diverse network of specialised agencies, fostering a comprehensive support system tailored to each individual's requirements.

Our enduring partnerships, some spanning decades, are central to our commitment to tenant wellbeing. Together, we ensure that tailored support is readily accessible to meet the specific needs of every tenant. Whether it's the maintenance of their tenancy,

improvements in health and wellbeing, or the pursuit of positive life changes, our dedicated team can connect tenants with the precise support service they need.

At the heart of our mission is inclusiveness and empowerment. We believe that true success lies in the collective efforts of our community. Through collaborative partnerships, we address the diverse needs of those most in need, offering holistic care to help rebuild lives and foster thriving futures. Our commitment extends to working with an array of agencies, each excelling in their unique areas of expertise, ensuring that there's always a tailored solution to meet our tenants' needs.



Health on the Streets (HoTS) van - Coast and Country Primary Care



Gosford Regional Community Services
Cooking Skills Workshop



Pictured left to right: Shanice Leadbeatter (Central Coast Community Corrections), BJ Duncan (Barang Regional Alliance), Devon Cuimara (Aboriginal Males Healing Centre), Tracey Nyatsanza (Pacific Link Housing), Robyn Sutherland (Bungree Aboriginal Association and Darkinjung Local Aboriginal Land Council), Josh Kelly (Coast Shelter) and Aaron Barrington (Coast Shelter)



30 Years Transforming Young Lives with RYSS

This year, we are delighted to celebrate our 30-year partnership with Regional Youth Support Services (RYSS) to create brighter futures for young people in our community across the Central Coast. The remarkable outcomes achieved during this time result from a longstanding, respected relationship between two high-achieving organisations committed to tenant success. In our Transitional Housing program, countless stories have emerged where young people realised their hopes, dreams and aspirations. We proudly supported 10 young people this year, showcasing how our collective efforts can transform young lives.

Together, RYSS and Pacific Link Housing support some of our region's most vulnerable young people, ensuring safe, stable housing is assured along their journey to independent living.

This essential support provision helps young people to develop their living and tenancy management skills while achieving goals in education, employment, family and cultural connection with an individualised, client-centred approach to case management. From this partnership, young tenants build confidence to achieve independence with tailored guidance, compassion and specialised support, ensuring their success.

RYSS, with dedicated capacity-building and case management services, play a pivotal role in each young person's story, fostering a sense of resilience and instilling hope. Our teams work together collaboratively with a common purpose, putting young people on a path to safety and independence where they can reach their full potential.



Sarah's Story of Resilience

Sarah, a 22-year-old mother of two, found herself sleeping on an inflatable mattress in a friend's living room after escaping domestic violence. The young family secured a transitional unit in Gosford through Pacific Link Housing's Transitional Housing program. With the support of RYSS, Sarah improved her living skills, successfully maintaining her tenancy and paving the way to a stable future for her family.

With newfound stability, Sarah completed her HSC at DALE Young Parents School. In just two months, she gained approval for a private rental and embarked on a fresh chapter as a participant in DCI's Rent Choice Youth program. Sarah's journey is a testament to the power of partnership and determination.



Rebecca's Story



Pacific Link Housing has highlighted the critical importance of community inclusion for Rebecca. With her family residing in the UK, Pacific Link has become her second support network, fostering connections within the community through initiatives such as community garden days and school holiday activities.

"Pacific Link Housing and Brenden from the Botanic Gardens of Sydney, go above and beyond for the kids in the community and you can really feel the community spirit at these events. With pizza, free giveaways and sometimes a coffee van, the garden days have become a joyful, consistent event within the community with children happily digging and planting, while mothers can chat over a coffee."

In addition to this, Rebecca has discovered immense value in the Women's Support Group, a collaborative endeavour with the Gosford Regional Community Services. This resourceful group has linked her with women facing similar challenges, enabling them to empower and uplift one another while collectively setting goals to enhance the wellbeing of their neighbourhood.

For Rebecca and her two young boys, Pacific Link Housing's Education Support and Health and Wellbeing programs have been transformative. The provision of a laptop through the Education Support program played a pivotal role in Rebecca's journey to completing her Certificate 4 in Community Services.

Elliott's Story



Elliott experienced a period of homelessness after being unjustly evicted from his previous rental property. For a brief interval, he sought refuge in a friend's holiday home, one that was only accessible by boat, making his daily commute to work incredibly challenging. Eventually, he found himself on a park bench, with all his possessions, while scouting bushland for a place to spend his nights. It was during this trying time that Elliott reached out to the Link2 Home hotline for assistance. He briefly resided in various motels before receiving a life-changing offer of a unit of his own. The gratitude Elliott felt then, still resonates with him.

Now as a tenant, Elliott has been proactive in addressing his health and furthering his education. He recently achieved a Certificate III in Warehouse Manufacturing. Every month, he eagerly attends the community garden days, an activity that has helped him grow more confident socially. He's formed close bonds, especially with the older tenants, who he finds delightful and welcoming. In the future, Elliott hopes to find a fulfilling job and is considering taking a Data and Statistics course. Through all his endeavours, his guiding principle is to excel in everything he pursues, striving to be the best he can be in all aspects of his life.



Noeline's Story



Noeline's life took an unexpected turn when her health deteriorated while she and her foster son were living in a rental property. Hospitalisation forced her to make difficult decisions, including parting ways with her foster son, as their rental costs had become unsustainable.

During her three-month hospital stay, Noeline faced the daunting prospect of homelessness, until the lifeline of a room at Allawah House was extended to her. The relief she felt upon having a place to call home was immeasurable. Allawah House provided Noeline with a strong support system, fostering new friendships and connections within the community.

A significant milestone in her journey came when she was offered a unit in Lake Macquarie, which exceeded her expectations. She has become an active participant in our community garden days, enjoying the chance to form connections with her new neighbours.

Embracing the fresh start she has been given, Noeline is optimistic about her future, intending to age gracefully and make the most of the years to come. Noeline's life now revolves around cherished moments, like spending every second weekend with her foster son, where she's transformed from the role of a parent, to a fun-loving grandma.

Karl's Story



Karl's transition to his new apartment came after a demanding period of recovery from major surgery. His resilience in the face of health challenges is evident, especially when he participates in the monthly tenant garden days. With every attendance, Karl brings a distinctive spirit of optimism, demonstrating his admirable ability to find joy amidst adversity.

Before his tenancy with Pacific Link Housing, Karl encountered periods of homelessness. This phase, coupled with health complications, culminated in his extensive hospital stay and surgery. The challenges he faced only underscore the significance of the stability and support provided by his new home. One of the heartening outcomes of this transition has been Karl's proximity to his daughter, who now visits frequently.

In addition to his artistic pursuits - spreading joy through paintings and comics - Karl is also a support dog trainer. Recently, he has reignited his passion for this endeavour, further enriching his life and the lives of those around him. Karl's journey from adversity to a place of comfort, connection and creativity is truly inspiring.



Pathways out of Homelessness at Allawah House

Recognising the pressing issue of homelessness among older women, Pacific Link Housing collaborated with Women's Community Shelters to establish Allawah House in East Gosford. As the Central Coast's first known 'Meanwhile Use' project, Allawah House has temporarily transformed a property earmarked for redevelopment into 14 studio units catering to older women facing homelessness or domestic and family violence. Since opening in July 2022, Allawah House has been a sanctuary for 19 women. With the foundation of safe and secure housing, tenants have flourished through developing their co-living arrangements, regularly cooking together in the shared kitchen and building supportive friendships.

Women's Community Shelters offers tailored support, encompassing case management, counselling and community referrals. We further assist tenants in exploring long-term housing pathways and navigating the rental landscape where social housing is not an option. Enhanced by community donations and volunteer services, the tenants of Allawah House feel an overwhelming sense of community support. This venture exemplifies the profound societal impact achieved through innovative, collaborative solutions, particularly in addressing homelessness among older women. We are very proud that within the first year of opening, nine of the 14 residents at Allawah House, have secured permanent, long-term, safe tenancies with Pacific Link Housing.

New Beginnings with Central Coast Council Cottages

In an innovative step forward, Central Coast Council initiated a pilot project, refurbishing three unused cottages to create transitional affordable housing options. This effort aligns with their Central Coast Affordable and Alternative Housing Strategy, which envisions a 'fair and inclusive region, where everyone has access to affordable and sustainable housing.'

Key2 Realty manages the properties on behalf of Council, who headleases the cottages to Pacific Link Housing, facilitating seamless transitions to more permanent housing solutions. Reinforcing our commitment to collaboration, we've partnered with the Salvation Army, ensuring tenants receive comprehensive

support. By combining stable housing with wraparound support, tenants can overcome obstacles, rebuild their lives and transition into long-term housing solutions.

The heartwarming success stories from this pilot project demonstrate one of the many ways in which local governments, in partnership with a community housing provider, can make a difference. Even as transitional solutions, these cottages offer individuals a promising pathway towards securing sustainable tenancies in the future.



Smooth Housing Transitions with Hand into Home

Pacific Link Housing is proud to partner with the Central Coast's Action on Housing for Older Women (AHOW) on the Hand Into Home project. This initiative, funded by a generous donation from the Blake Beckett Foundation Trust, offers financial support to older women at risk of homelessness. Working closely with AHOW, we formulated application guidelines, ensuring women with a support worker can request up to \$3,000 to facilitate smoother transitions into stable tenancies. Assistance is available to cover costs such as removalists, bond, rent in advance and storage fees.

As a testament to Pacific Link Housing's strong reputation and sector collaboration, our alliance with AHOW led us to manage the donated funds. Within a few short months, eight women have been assisted with moving into long-term housing, with an investment of nearly \$25,000. Hand into Home is an outstanding example of how collaborative and cooperative efforts achieve sustainable tenancies for older women in the Central Coast community.

The Road Towards Recovery and Housing Stability

Pacific Link Housing's collaboration with the Central Coast Local Health District's (CCLHD) Mental Health unit has once again showcased the power of partnership through the Road Towards Recovery Program. This initiative provides holistic care for individuals admitted to the Gosford or Wyong Hospital inpatient units, who require secure housing as part of their recovery.

Our team work closely with CCLHD managers, clinicians and social workers to ensure timely referrals and essential clinical interventions. The partnership with NEAMI National further strengthens the program by delivering essential wraparound support, fostering community reintegration and facilitating health and wellbeing connections. A proud testament to its success, three individuals have transitioned into long-term Pacific Link Housing tenancies, empowered to sustain their tenancy, live independently and reach their full potential.

Creating Sustainable Futures with the Together Home Program

Pacific Link Housing is honoured to deliver the Together Home Program on the Central Coast, a project funded by the NSW Department of Communities and Justice. Built upon the Housing First principles, this program prioritises securing a stable home for individuals experiencing homelessness, especially those street sleeping. Once housed, they receive comprehensive wraparound support, ensuring a sustainable tenancy and easing their transition into independent living.

Over the past financial year, our program surpassed the NSW Government's Key Performance Indicators, successfully providing long-term housing for 33 participants who faced the hardships of rough sleeping. Beyond just housing, the program has facilitated vital therapeutic interventions for those who are now housed, with some of these complexities having never been addressed previously. To date, 12 participants have successfully exited from the program. Their journey with our Together Home Program has led to significant outcomes, including improvements in health and wellbeing, reconnection with family and community, education and employment.



"Together Home Program has given me a new chance to find myself, connect with my daughter and have an opportunity to be a part of the community. I would not be in the position I'm in today without Pacific Link and NEAMI. I owe thanks to them."

- Together Home participant



Advocacy in Action

At Pacific Link Housing, we are committed to advocacy and community engagement, driven by a desire to create meaningful change within our community. We actively participate in local and broader housing sector groups, offering expert insights to enhance practices and shape policies. We ensure that our stakeholders and the community remain informed and engaged in our work through regular submissions, newsletters, reports, and media releases. We validate our impact by showcasing evidence-based data and the powerful stories of tenants who have thrived with a safe, secure, affordable home.



A United Voice for Affordable Housing

In September 2022, Pacific Link Housing cohosted the inaugural Central Coast Housing Forum in partnership with Business NSW and Regional Development Australia (RDA) Central Coast. This event brought together over 100 influential business leaders to address the pressing issue of housing affordability gaps in the region.

As a community housing provider, we understand how the lack of affordable rentals impacts individuals and families. The issue also transcends into a mainstream economic concern, affecting the ability of large employers in the region to attract and retain talent.

One notable outcome of the Forum is the 'Statement of Affordable Housing on The Central Coast 2022', a collaborative document written by Pacific Link Housing and supported by Business NSW, RDA and other significant stakeholders. This statement unifies our regional voice, outlining essential elements for increasing affordable housing and securing a prosperous future for the Central Coast.

Pacific Link Housing remains resolute in our commitment to advancing these critical conversations and forging impactful solutions alongside our partners. With a unified voice, we can champion the cause of affordable housing for all, advocating for change at every level of government.



The Statement can be viewed on Pacific Link Housing's website



Collaborating for Change

We deeply value our stakeholders and collaborate closely with support service partners, industry bodies, government entities, private sector partners, donors, local councils and media outlets.

These strategic partnerships amplify the strength of our messaging, resulting in a broader and more impactful reach that can turn positive change into reality. By working hand-in-hand with our stakeholders, we can work towards our aspirational vision of thriving and inclusive communities that benefit everyone.



Chris Minns MP (Premier of NSW) and Ian Lynch



Pacific Link Housing's Together Home Program Team
Susan Melleuish, Nicole Harvey and Tracey Nyatsanza



The Research Report can
be viewed on Pacific Link
Housing's website

Empowering Change Through Research

In an exciting partnership with the University of Newcastle, Pacific Link Housing co-funded and released a compelling research report. Titled "Together Home practitioners' perspectives on building resilience and relationships," the report was launched in August 2023. It delves into the profound impact of the Together Home program, using a Housing First model complemented by intensive, long-term support.

We worked with the University of Newcastle to understand what it takes, in addition to providing a house, to support individuals in moving from long-term homelessness into healthy, safe and socially connected lives. The research involved talking to 21 practitioners, from nine different organisations who were involved in delivering the NSW Government-funded Together Home program on the Central Coast.

From the research undertaken, Together Home has been found to offer an authentic model of Housing First and wraparound support for people with complex and significant health, social and economic challenges. Through a unified approach and a commitment to building resilience and relationships, the program has provided stable housing, hope and dignity to those experiencing chronic homelessness.

This evidence-based report highlights the humanity of Together Home and underscores the transformative potential of collaborative efforts. The NSW Government's September 2023 budget reflected a promising continuation of support for this invaluable program.



Continuous Improvement

At Pacific Link Housing, our commitment to excellence and sustainability is unwavering. As a testament to this, we pride ourselves on meeting and consistently surpassing our extensive compliance obligations. This dedication underscores our ethos of continuous improvement and commitment to our tenants and stakeholders.

Over the past year, we made a significant investment in IT and data security, ensuring that our systems are not only efficient but also resilient against potential threats. Our drive towards innovation is further evidenced through business system improvements, with a particular focus on workflow automations.

These improvements streamline our operations, paving the way for optimal person-centric service delivery and future growth of the organisation.

Additionally, our belief in data-driven decision-making has led us to participate in 'House Keys 2.0', an innovative benchmarking tool delivered by the Community Housing Industry Association of NSW. This multi-source tool equips us with essential metrics, allows for comparison with sector peers and ensures our decisions are both informed and impactful. As we move forward, Pacific Link Housing remains resolute in its journey towards operational excellence.

Compliance Requirements



76 regular compliance obligations



14 regulators and government agencies



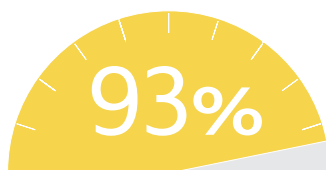
● **54%**
State Government obligations

● **46%**
Federal Government obligations

Cyber Security Training



96 mandatory training courses completed



average score of completed training



54

metrics and KPIs monitored by the board each month



74

risks assessed and considered for mitigations on continuous basis

IT and Cyber Security



130% increase in operational expenditure

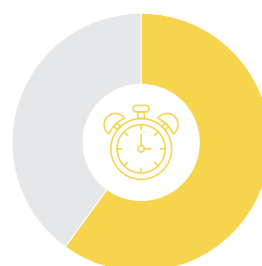


424 simulated phishing emails sent

Process Automation

1.4K

invoices processed through new system



60%
time saving on invoice processing



Excellence in Social Enterprise

Key2 Realty is a purpose-driven social enterprise real estate agency making a meaningful impact in the Central Coast and Hunter Regions. The business is wholly owned by Pacific Link Housing, with profits distributed to tenant programs that provide life-changing opportunities for those in need. Residential landlords of Key2 Realty not only receive exceptional property management services, but also have the unique opportunity to align their investment properties with ethical principles that go beyond financial returns. By choosing Key2 Realty, landlords become catalysts for change, actively participating in creating a positive difference in our community.

Key2 Realty's commitment to industry excellence is underscored by its partnership with the national Community Housing Industry Association. Key2 Realty is a founding member of a pioneering initiative to establish a national accreditation system exclusively for social enterprise real estate agencies. This initiative will distinguish between community housing provider-owned real estate agencies and privately-owned counterparts, showcasing their unique offering in managing privately owned residential property in the affordable housing, market-rate and build-to-rent sectors.

Key2 Realty's exceptional service and innovative approach have not gone unnoticed in 2023. The agency was acknowledged as a finalist in the Gosford Erina Business Chamber Awards for its Excellence in Innovation. Further amplifying its community presence, Larissa Llowarch, Key2 Realty's Licensee in Charge, was honoured with a Vocational Service Award from the Gosford City Rotary Club. Such accolades underscore the agency's commitment to excellence and steadfast focus on community development.

Moving forward, Key2 Realty will maintain its momentum in delivering expert property management services to residential landlords. Several upcoming projects in the build-to-rent sector present significant growth potential, expanding the agency's portfolio of properties. Development opportunities such as these contribute to the growth of properties under management and increase the social impact Key2 Realty can have in the community.



Larissa Llowarch and Natasha Bavester



Key2 Realty
Website





Board of Directors

Pacific Link Housing Limited is a company limited by guarantee, incorporated under the Corporations Act 2001 in 1996. The Company is a product of the merger of two housing associations based in the Hunter and Central Coast who had serviced their local communities since 1984.

Pacific Link Housing is a Tier One community housing provider, registered under the National Regulatory System for Community Housing (NRSCH). This registration involves ongoing compliance monitoring against seven performance outcomes:

1. Tenant and Housing Services
2. Housing Assets
3. Community Engagement
4. Governance
5. Probity
6. Management
7. Financial Viability

The Company is also regulated by the Australian Charities and Not-for-profit Commission (ACNC) and the Australian Securities and Investment Commission (ASIC). The Company is a public benevolent institution with deductible gift recipient status as approved by the Australian Taxation Office (ATO).

The Board is the custodian of the mission statement and purposes of Pacific Link Housing and is accountable to members for the pursuit of those purposes and the performance of Pacific Link Housing. Ultimate responsibility for the governance of the Company rests with the Board of Directors.

Pacific Link Housing company policy requires that appointed Directors have skills, that combined, provide expertise in financial management, strategy, risk management, corporate governance, organisational management, property development, asset management and community engagement. Under Pacific Link Housing's continuous improvement ethos, regular independent reviews of Board performance are conducted. All Directors have completed professional development with the Australian Institute of Company Directors (AICD) or equivalent bodies, and participate in an ongoing program of development and training.

Pacific Link Housing's Governance Policy provides a framework and governance tools employed by the Board, including a targeted Committee structure with approved terms of reference, director protocol and code of ethical conduct, delegation authorities and active management of conflicts of interest through a directors' interests register.



Left to Right: Matthew Cochrane-Smith, Stephen Brahams, Leoni Baldwin, Wal Edgell, Sarah Winter, Kristen Watts, Peter Alward and Ian Lynch



Wal Edgell

Chairman - Commenced 20/11/14

Wal is a semi-retired banking and property executive with extensive experience and past director roles in property, fund management and commercial finance following a 45 year career with Commonwealth Bank of Australia and Colonial First State Global Asset Management. A past member of the Narara Valley Progress Association, Wal has a strong commitment to a sense of community belonging and supports the Wayside Chapel, Youth Off the Streets and Multiple Sclerosis Australia.

Peter Alward MAICD

Director (PLH & Key2 Realty Pty Ltd) - Commenced 19/07/18

Peter has more than 30 years' experience in the retail, commercial, residential and hospitality property arenas. He was most recently Territory Director of Property & Trustee for the Salvation Army, Aged Care Plus and Salvos Housing exposing him to affordable and social housing, aged care, community services and with a property portfolio of over \$2 billion and a development pipeline of \$250 million. Peter also spent four years as the Executive Director Property for the Sydney Harbour Foreshore Authority. Peter holds a NSW real estate licence and is a Member of the Australian Institute of Company Directors.

Leoni Baldwin MAICD

Director & Deputy Chair - Commenced 17/05/12

Leoni joined the Board in 2012 following an outstanding career in the NSW Public Service where she held the position of Central Coast Regional Coordinator, Department of Premier and Cabinet. Leoni was awarded the Director General's Medal for her services to the community in 2007 and Central Coast Woman of the Year and Women in Public Service Award in 2011.

Stephen Brahams FAICD

Director (PLH & Key2 Realty Pty Ltd) - Commenced 16/07/09

Stephen brings to the Board more than 40 years' experience in property development, asset management and property investment. Stephen has worked in Australia, Europe, the UK and the USA on many projects including the development of social housing. He is Chairman of the Central Coast Grammar School and holds a NSW real estate licence.

Kristen Watts BEcc MCom. CA GAICD

Director - Commenced 19/11/20

Kristen has over 20 years' experience in commercial finance, risk management, asset management and investment governance. As a director of Australian Mutual Bank, she has over ten years' experience as a director in the APRA-regulated banking sector and a comprehensive understanding of the finance industry. Kristen was formerly a director of St Vincent de Paul (Housing), overseeing a development phase that saw delivery of over 500 social and affordable housing units across NSW as part of the Social and Affordable Housing Fund (SAHF) initiative of the NSW Government.

Sarah Winter BA LLB LLM MAICD

Director - Commenced 10/05/21

Currently Executive Director at Infrastructure NSW, Sarah is a senior public servant advising on communities, housing and infrastructure. Sarah has over 15 years' experience working as a human rights lawyer and a human services consultant. Previously, Sarah was a Partner in Deloitte's Infrastructure Practice, focusing on human services and community infrastructure, including community housing. Sarah has over 10 years' experience in board roles and committees.

Matthew Cochrane-Smith BCom. FCPA GAICD

Director (PLH & Key2 Realty Pty Ltd) - Commenced 21/10/21

Matthew brings over 30 years' experience working in finance, supply chain, general management, and business turnarounds with domestic and international organisations in the consumer and packaged goods, logistics, manufacturing and infrastructure sectors. With a Bachelor of Commerce from Newcastle University, Matthew is a Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors.

Meetings of Directors

During the financial year, 11 meetings of Directors (not including committees of directors) were held. Attendances by each Director during the year were as follows:

Director	Eligible to Attend	Attended
Peter Alward	11	11
Leoni Baldwin	11	11
Stephen Brahams	11	11
Matthew Cochrane-Smith	11	11
Wal Edgell	11	11
Kristen Watts	11	10
Sarah Winter	11	10



Directors' Report

Principal Activities

The principal activities of the Group during the financial year were the development, provision and management of low-cost subsidised housing to clients on low incomes and property management services.

The Company has a 100% owned subsidiary - Key2 Realty Pty Ltd. The subsidiary's business is to provide property management services to private landlords as a licensed real estate agency. All surpluses remitted from Key2 Realty Pty Ltd are applied towards the Group's objectives.

No significant change in the nature of these activities occurred during the year.

Short Term Objectives

The Group's short term objectives are to:

- Collaborate with Government and other partners to increase the supply of housing;
- Build property development capacity, through social and affordable housing developments with environmental and sustainability credentials;
- Build strategic alliances with relevant partners and benchmark and evaluate the success of joint projects;
- Develop our state of readiness to take advantage of sector changes;
- Continue our thought leadership strategy through our evidence-based research program and advocacy to stakeholders and lead innovation;
- Maintain tenant focus and quality of services;
- Build community and tenant engagement through programs to offer opportunities for education and employment;
- Recruit, train and retain our employees and remain an employer of choice;
- Establish and maintain effective and efficient systems;
- Continue to enhance board development and governance;
- Maintain housing stock to a good standard;
- Maintain a focus on continuous improvement; and
- Maintain financial viability and continual asset growth.

Long Term Objectives

The Group's long term objectives are to:

- Pacific Link Housing Limited aims to continue to provide affordable and secure housing solutions for those in the community who are in the greatest need. We assist those who are able to develop new lives and skills to be able to return to the mainstream housing market. The Group operates within a culture of social justice, fairness and transparency and remains accountable to all stakeholders.

Strategies for achieving the objectives

To achieve these objectives, the Group has adopted the following strategies:

- By using stronger relationship channels, Pacific Link's aim is to effectively advocate and promote the needs of the community housing sector with all levels of government. The Group will seek to change the traditional perspective of community housing as a permanent solution and will take a leading role in highlighting the potential for tenants to transition through, and exit from, social and affordable housing given focused and appropriate support programs.
- Pacific Link aims to continue to access opportunities to develop, build or acquire more properties in our area of operation in order to meet social and affordable housing demand. The Company will borrow within its capacity from reputable lenders to underpin its ongoing development pipeline, where loans are secured on owned property.
- Pacific Link will further strengthen the business's revenue base and will seek opportunities for alternative government and private funding streams. With the establishment of Key2 Realty Pty Ltd, property owners will be offered the reassurance of 35 years of property management experience and achieving philanthropic objectives through working with a rent-for-purpose organisation.
- Pacific Link will continue to offer a range of participatory methods of tenant involvement and provide programs to assist in building residents' skills and capacity, social inclusion and community engagement.
- Pacific Link will continue to maintain its properties to a good standard to conform with its asset management strategies and protect the social amenity and economic value of the housing investment.



- The organisation has a skilled and professional team who are committed to continuous improvement. Pacific Link will promote and offer appropriate training opportunities to ensure that the highest levels of practice and procedure continue to reflect quality service provision for clients. Pacific Link is committed to a culture of continuous improvement in all aspects of operation and will make every endeavour to meet the highest standards as set down by the Housing and Homelessness Directorate of the Department of Communities and Justice and the Registrar of Community Housing.
- Pacific Link is well positioned to look forward to an exciting future. One that includes initiatives to enhance the lives of tenants, contribute to a more sustainable approach, grow the number of properties available, contribute to the raising of the community housing sector's profile and reputation and improving the economy of the footprint in which it operates.

Members' Guarantee

Pacific Link Housing Limited is a company limited by guarantee. In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$2, subject to the provisions of the Company's constitution. At 30 June 2023 the collective liability of members was \$ 110 (2022: \$96).

Other Items

The Directors have determined there is an unrecognised asset that has been generated as a result of the creation of a rent roll within the subsidiary, Key2 Realty Pty Ltd. The market value of the rent roll is deemed to be \$660,000 (2022: \$644,000), which reflects significantly the business success and the Company's value.

The method used to determine this estimated market value is the annualised income as at 30 June 2023 multiplied by a factor of 3x, discounted to reflect the social and affordable client base. According to Australian Accounting Standards, this intangible asset is not reflected in the financial statements.

There is a \$585,000 (2022: \$570,000) investment in the subsidiary on the statement of financial position for Pacific Link Housing Limited which is eliminated on consolidation.

Events after the reporting date

In October 2023, Pacific Link Housing Limited received a capital grant from NSW Government of \$8 million to acquire properties in East Gosford and Telarah, increasing owned stock of social housing by 37 dwellings.

Auditor's Independence Declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2023 has been received and can be found on page 6 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Wal Edgell
Chairman

Kristen Watts
Director

Dated: 19 October 2023

Auditor's Independence Declaration

Auditor's Independence Declaration under Section 307C of the Corporations Act 2001 to the Directors of Pacific Link Housing Limited and Controlled Entities

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2023, there have been:

- no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

PKF Chartered Accountants

Kym Reilly
Partner

Dated: 19 October 2023



Financial Report

Statement of Profit or Loss and other Comprehensive Income

For the Year Ended 30 June 2023

	2023	2022
Revenue	13,484,056	12,520,338
Other income	8,811,263	8,896,315
Finance income	353,691	24,246
	22,649,010	21,440,899
Employee benefits expense	(4,402,849)	(4,070,111)
Depreciation and amortisation expense	(1,275,322)	(638,634)
Training expenses	(32,678)	(24,329)
Audit, legal and consultancy expenses	(152,737)	(118,450)
Insurance expense	(403,961)	(335,480)
Property repairs and maintenance	(1,467,933)	(1,929,476)
Council and water rates	(1,331,596)	(1,183,114)
Rental expense	(6,578,777)	(6,934,881)
Adhoc repairs, maintenance and vehicle running expense	(66,021)	(54,553)
Other operating expenses	(2,340,062)	(2,069,879)
Finance expenses	(409,191)	(317,377)
Surplus before income tax	4,187,883	3,764,615
Income tax expense	-	-
Surplus for the year	4,187,883	3,764,615
Total comprehensive surplus for the year	4,187,883	3,764,615

Statement of Changes in Equity

For the Year Ended 30 June 2023

	Retained Earnings	Total
Balance at 1 July 2022	28,418,885	28,418,885
Surplus for the year	4,187,883	4,187,883
Balance at 30 June 2023	32,606,768	32,606,768
Balance at 1 July 2021	24,654,270	24,654,270
Surplus for the year	3,764,615	3,764,615
Balance at 30 June 2022	28,418,885	28,418,885



Financial Report

Statement of Financial Position

For the Year Ended 30 June 2023

	2023	2022
ASSETS		
Current assets		
Cash and cash equivalents	9,630,493	7,519,637
Trade and other receivables	1,036,532	960,871
Other assets	248,014	195,082
Financial assets	-	2,126,519
Total current assets	10,915,039	10,802,109
Non-current assets		
Property, plant and equipment	814,935	908,482
Investment property	41,655,339	33,957,983
Right of use assets	4,486,916	3,056,673
Total non-current assets	46,957,190	37,923,138
Total assets	57,872,229	48,725,247
LIABILITIES		
Current liabilities		
Trade and other payables	8,956,340	5,606,092
Employee benefits	473,732	474,990
Lease liabilities	1,016,518	502,770
Total current liabilities	10,446,590	6,583,852
Non-current liabilities		
Lease liabilities	3,705,356	2,692,510
Financial liabilities	11,000,000	11,000,000
Employee benefits	83,515	-
Other liabilities	30,000	30,000
Total non-current liabilities	14,818,871	13,722,510
Total liabilities	25,265,461	20,306,362
Net assets	32,606,768	28,418,885
MEMBERS' FUNDS		
Retained earnings	32,606,768	28,418,885
Total equity	32,606,768	28,418,885



Financial Report

Statement of Cash Flows

For the Year Ended 30 June 2023

	2023	2022
Cash flows from operating activities		
Receipts from tenants and other persons	13,564,813	12,688,631
Payments to suppliers and employees	(14,150,094)	(17,281,336)
Interest received	353,691	24,245
Receipts from government sources	8,161,616	8,394,211
Interest and other charges	(409,194)	(317,377)
Net cash provided by operating activities	7,520,832	3,508,374
Cash flows from investing activities		
Payments for property, plant and equipment	(205,356)	(370,920)
(Purchase) / disposal of financial assets	2,126,519	(2,000,000)
Proceeds from sale of assets	13,800	-
Payment for investment properties	(6,429,535)	(4,037,312)
Net cash used in investing activities	(4,494,572)	(6,408,232)
Cash flows from financing activities		
Payment of lease liabilities	(915,404)	(349,820)
Net cash used in financing activities	(915,404)	(349,820)
Net (decrease)/increase in cash and cash equivalents held	2,110,856	(3,249,678)
Cash and cash equivalents at beginning of year	7,519,637	10,769,315
Cash and cash equivalents at end of financial year	9,630,493	7,519,637

Directors' Declaration

For the Year Ended 30 June 2023

The Directors of the Company declare that:

- The financial statements and notes, as set out on pages 7 to 24, are in accordance with the Corporations Act 2001 and:
 - comply with Australian Accounting Standards - Simplified Disclosure Standard; and
 - give a true and fair view of the financial position as at 30 June 2023 and of the performance for the year ended on that date of the Company and consolidated group.
- In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors:

Wal Edgell
Chairman

Kristen Watts
Director

Dated: 19 October 2023

Partners and Stakeholders

Pacific Link Housing would like to thank our valued partners and stakeholders for their support during the 2023 Financial Year:

Commonwealth Government

- Department of Human Services
- Department of Social Services
- National Disability Insurance Agency
- National Housing Finance and Investment Corporation
- Regional Development Australia

State Government

- Central Coast Local Health District
- Hunter New England Mental Health
- NSW Department of Communities and Justice
- NSW Department of Health
- NSW Land and Housing Corporation
- NSW Police Force
- Registrar of Community Housing

Local Government Councils

- Central Coast
- Cessnock
- Lake Macquarie
- Maitland
- Newcastle
- Port Stephens

Peak and Professional Bodies

- Australasian Housing Institute
- Australian Institute of Company Directors
- Business NSW and associated Business Chambers
- Community Housing Industry Association
- Community Housing Industry Association NSW
- Governance Institute
- Homelessness NSW
- Jobs Australia
- PowerHousing Australia
- Property Council of Australia
- Urban Development Institute of Australia NSW

Community Partners

- Action on Housing for Older Women
- Allambi Care
- ARAFMI
- ARUMA
- Baptist Care
- Bara Barang Corporation
- Botanic Gardens of Sydney
- Bungree Aboriginal Association
- Carrie's Place
- Catholic Care

- Central Coast Community College
- Central Coast Disability Interagency Network
- Central Coast Domestic Violence Committee
- Central Coast Domestic Violence Court Advocacy Service
- Central Coast Family Support Services
- Central Coast Older Women's Network
- Central Coast Women's Health Centre
- Central Coast Zonta
- Coast & Country Primary Care
- Coast Shelter
- ConnectAbility
- Darkinjung Local Aboriginal Land Council
- Gosford Regional Community Services
- Health on The Streets
- Homes for Homes
- Hunter Homelessness Connect Committee
- Life Without Barriers
- Lifeline
- MMAD - Musicians Making a Difference
- NEAMI National
- New Horizons
- Nova for Women and Children
- Oasis Central Coast
- RYSS - Regional Youth Support Services
- Samaritans
- Seniors Rights Service
- The Glen For Men
- The Glen for Women
- The Salvation Army
- Tiny Homes Foundation
- Uniting
- Welcome Mat
- Wesley Mission
- Women's Community Shelters
- Youth Connections

Donors

- ARB
- Bendigo Bank
- Bikers' Hand
- Black Beckett Trust
- Booths Motor Group
- Bunnings Warehouse
- Central Coast Mariners
- Country Women's Association Branches
- Dominos Wyoming
- East Coast Beverages
- Eco Outdoor
- Harvey Norman Commercial
- Olivieri Flowers
- Redarc

- Rhino Rack
- Rotary Club of Gosford City
- Sara Lee
- Westfield Tuggerah

Consultants and Contractors

- Anderson Environmental & Planning
- Aubrey Brown Lawyers
- Australis Properties
- Barker Ryan Stewart
- Bilpine
- Blackett Maguire + Goldsmith
- Buildcert Certification
- Chris Ryan Legal
- CKDS Architecture
- Commonwealth Bank
- Credwell Energy
- DeWitt Consulting
- Douglas Partners
- Edwards & Vickerman Consulting
- Electrical Projects Australia
- Jenkins Legal & Advisory
- Key2 Realty
- Kingston Building
- Lee Road Consulting
- Lindsay Perry Access Consultant
- Marline
- McCallum PFCA
- Minters Legal
- MPC Consulting Engineers
- Muller Partnership
- Northrop Consulting Engineers
- Octopus Garden Design
- OneCloud IT Solutions
- PKF
- SDA Architecture
- SECA Solutions
- Skope Constructions
- Statewide Fire
- TCB Project Managers
- Terrace Landscape Architects
- Torrent Flood Design
- University of Newcastle
- Williams Property & Planning
- Xeriscapes

Media

- ABC Central Coast
- ABC Newcastle
- Business Access
- Central Coast Business Review
- Coast Community News
- NBN News
- Newcastle Herald



Pacific Link
HOUSING

Contact Our Team

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