



PACIFIC LINK

HOUSING

Home & Community

2016



ANNUAL REPORT

OPPORTUNITY, EDUCATION & EMPLOYMENT

92%



AVERAGE OVERALL CLIENT
SATISFACTION OVER THE
LAST 7 YEARS



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ACKNOWLEDGEMENT

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

AWARDS



MESSAGE FROM OUR CHAIRMAN



MESSAGE FROM
OUR CHAIRMAN

DAVID BACON

INCREASING OUR AGILITY AND ABILITY TO TAKE UP NEW OPPORTUNITIES AND MAKE A CONTRIBUTION TO HOUSING SUPPLY.

I am pleased to report on another successful year in which tenant satisfaction ratings were again high, our financial position remains strong and we have successfully moved from being a property manager to management and development – increasing our agility and ability to take up new opportunities and make a contribution to housing supply.

This is particularly significant following the release of the State Government's social housing policy, which focuses on three core strategies - significant expansion and redevelopment of stock through partnerships with private sector developers and finance; transferring significant tenancy management responsibility to non-government housing providers; and the need for "wrap-around" services to help those tenants who are able build their capabilities, regain their independence and return to private housing.

We applaud the NSW Government for inviting the sector's contributions in the review phase leading to the

positive overhaul of housing policies announced during the year. It is also gratifying to note that a number of the initiatives developed by Pacific Link in advocating change are now included in the new policy frameworks announced by Premier Baird and the Minister for Family and Community Services and Housing, The Hon Brad Hazzard.

Among the principal policy objectives set out by the NSW Government is the empowerment of social housing tenants through the provision of support programs focused on opportunities, education and employment. These are specifically included to address and alleviate youth unemployment and provide a framework to measure and report on social outcomes.

This direction has been part of Pacific Link's philosophy for some years, and it is pleasing that there is now official endorsement for such an approach. Our challenge will be to continue the development of creative solutions which provide positive outcomes for

our tenants, and we look forward with enthusiasm to that challenge.

This year we adopted a new Strategic Plan which builds on the success we achieved in meeting our goals of the last plan. These goals involved the strengthening of our skills in property development and construction; further development of our reputation as an innovative leader in the sector; and the maintenance of the high standards of governance, service delivery, and asset management for which Pacific Link is known.

THE STRATEGIC PLAN

The strategic plan we have now adopted will build on these foundations with an even greater emphasis on our tenants in line with the new State Government Policy. This will be achieved through the further empowerment of our team, while building our capacity in making a contribution to housing supply for those in need.

“ SUPPORT PROGRAMS FOCUSED ON OPPORTUNITIES, EDUCATION AND EMPLOYMENT. ”

MESSAGE FROM OUR CHAIRMAN CONTINUED

PREMIER'S VISIT

During the year we completed the refurbishment of the 100-home Dunbar Way Estate in North Gosford – a project planned and paid for by Pacific Link. In December we were honoured to have NSW Premier Mike Baird officially open the project as part of our 30th Anniversary celebrations.

HOUSING DEVELOPMENTS

We have also completed a set of four affordable villas in Cessnock, which were tenanted in February this year. A further two new homes in Raymond Terrace have been built – both of which will be sold on the open market to fund additional affordable and social housing in our region.

Our joint venture with Evolve Housing from Sydney is also progressing well, with the construction of 31 studio apartments in Woy Woy now well underway. Work is also continuing on the development of two more studio-unit projects planned for the Hunter and Western Sydney. These three projects will together add more than 82 units to provide affordable and social housing. When we embarked on this strategy it was with the full knowledge that this would be a steep learning curve and this has proven to be true. However, it is a tribute to our team that they have persevered and delivered high quality projects and we now possess a significant in house expertise which augers well for the future.

The roll out of the National Disability Insurance Scheme across half of New South Wales will see huge improvements in housing and support services for people with disability in our state. Pacific Link is working closely with the disability sector through partnerships with leading organisations like the Summer Foundation and is working with others to deliver housing and support through collaborative programs in this sector.

AICD PROGRAM

The early decision to establish a skills based board to guide Pacific Link has again paid dividends during the year, and for the past two years our commitment to the highest standards of governance and director education has been demonstrated through our participation in the Australian Institute of Company Directors Observership program.

The program places talented young professionals on not-for-profit boards for a period of 12 months as observers, providing them with first-hand exposure to the role of boards and the decision-making process as a prelude to them joining or working with boards as their careers develop further. We said goodbye to Matthew Pritchard in December and welcomed a new participant to the program, Louise Pocock. We appreciated Matt's interest and contribution and thank him for spending time with us.

RESULTS

Our operating results for the year were again most satisfactory. We finished the year with a surplus of \$0.76 million, our portfolio grew to 967 properties providing affordable and assisted housing for 1800 residents. This figure will increase further in the year ahead as new housing now under construction comes on line.

Providing meaningful support to help tenants overcome adversity, build their skills, seek new qualifications and embark on programs leading to employment and their ultimate independence remains our primary focus – and again our programs have been recognised through state and national awards during the year.

For the past six years, our tenants have shown their appreciation through annual tenant surveys that consistently report overall tenant satisfaction ratings at or above 90%. This year is no exception, with our 2016 survey rating tenant satisfaction at 90%.

Our core businesses of housing the most vulnerable and assisting our tenants has again been delivered in a most efficient and compassionate manner and I pay tribute to all the staff who contribute so much to this outcome.

AWARDS

Their efforts were again recognised by the sector and the community through a series of awards at year's end. This recognition from leading peer group organisations, the NSW Federation of Housing Associations and local chambers of commerce is a tribute to Pacific Link, our leadership team, our staff and the board.

We have worked diligently for many years to make Pacific Link an efficient and successful social enterprise, and a rewarding place to work. I thank my colleagues on the Board, our CEO, Keith Gavin, Company Secretary, Daphne Wayland, the management team and staff for their contributions in achieving these honours and for their efforts during the year.

I would also like to thank and acknowledge the continuing interest in our work and real assistance we – and many in the sector as a whole – have received from the NSW Government through the development of collaborative policies and programs that now guide housing delivery and set benchmarks for social outcomes for the future.

We are now entering a new era in community housing where companies like Pacific Link will play a greater role in housing supply and the provision of effective tenant programs to help those who are able regain their independence and return to private housing. We look forward to making a significant contribution through our work and commitment in the year ahead.



DAVID BACON
Chairman

THIS HAS BEEN AN OUTSTANDING YEAR

a year in which the New South Wales Government has completely overhauled housing policy to provide an environment in which accelerated outcomes can be achieved working in partnership with the community housing sector.

In providing for the future, the government has boldly recognised that the provision of assisted housing cannot be the province of a single authority, a single sector, or individual special interest groups. Instead it is the responsibility of all – including the private sector – who are now able to play their part in developing assisted housing.

Pacific Link has long been committed to collaborative approaches to the delivery of housing across the housing continuum, and to the provision of support services to help those in assisted housing return to private housing.



CHIEF EXECUTIVE OFFICER REPORT

KEITH GAVIN

CEO REPORT

The new policy framework, Future Directions, in NSW gives providers like Pacific Link the opportunity to broaden our horizons and do more.

On our own initiative and cost, Pacific Link has completed the refurbishment of the 100-home Dunbar Way estate in North Gosford, investing \$500,000 to ensure the retention of essential housing for many years to come.

We have also developed four new villas to meet regional needs in Cessnock, and built two new homes at Raymond Terrace, homes that will be sold to private buyers to help fund the further development of smaller, more appropriate homes to suit the great majority of waiting list applicants.

EVEN MORE CAN BE ACHIEVED THROUGH COLLABORATIVE PARTNERSHIPS.

Two years ago we formed an innovative joint venture with Sydney-based Evolve Housing. This led to a bid, through which Pacific Link and Evolve Housing won government contracts to develop three blocks of studio apartments, one in western Sydney, one on the Central Coast and one in the Hunter region.

By working together, and by leveraging the value of the contract to double the investment, we will add a total of 82 studio apartments for use as affordable and social housing through these three projects.

Our joint venture with Evolve Housing played a major part in Pacific Link and Evolve Housing being jointly awarded this year's Community Housing Provider of the Year award by the NSW Federation of Housing Associations. And the quality of our tenant services led to our receiving two awards: PowerHousing Australia's peer group award for Excellence in Tenant Engagement and Social Inclusion, and the NSW

Federation's award for Excellence in Customer Service.

Our emphasis on collaborative partnerships and willingness to work with others within the new policy framework has been recognised by government and others in the sector, including disability housing. This has led us to co-operate and work with leaders in disability housing and design, including the Summer Foundation, with Pacific Link winning the tenancy management contract for Summer Foundation's ground breaking Hunter Demonstration Project.

This is an important project providing design leadership in the disability sector and Pacific Link will gain insights and hands-on experience to inform our future participation in the disability sector as the NDIS roll-out progresses in NSW.

While collaborative ventures with private developers are best suited to metropolitan environments, there are modest opportunities in our region and these are now being assessed.

PACIFIC LINK'S YEAR

The delivery of tenant services including health and wellbeing support plus additional specific programs to provide opportunity, education and employment training for tenants has again been the major focus of our work this year. Aside from state and national awards, our efforts have been recognised through regional awards for Business Leader, Excellence in Innovation, Employer of Choice and Business of the Year.

Our award-winning performance at all levels is an enormous achievement for a staff of 25 charged with managing and maintaining almost 1000 properties while liaising with authorities, managing waiting lists, collaborating with more than 25 service partners and providing support programs for more than 1,800 residents.

OPPORTUNITY, EDUCATION AND EMPLOYMENT

It has long been Pacific Link's stated view that access to social housing should not be seen as a life-long entitlement and that organisations like our own should assist those tenants who are able to regain their independence and where possible, return to private housing.

To this end we have developed a comprehensive range of support services to help our tenants take up new opportunities, pursue their education objectives and embark on training and academic studies leading to employment and independence. More than 500 tenants have benefited from programs that provide:

SCHOLARSHIPS

For school-aged tenants and those enrolled in later studies.

APPRENTICESHIPS

Through builders working on Pacific Link developments.

AWARD-WAGE

Training Programs in property services and maintenance.

DIGITAL ACCESS

Through our laptop loan/purchase program

LEARNER DRIVER

Training For young people seeking work mobility

INCLUSION

Children's participation in weekend sporting and wellbeing programs.

We are actively working on developing and implementing new programs and working with partners on creating further training, education and employment programs for our tenants.

OPERATIONS

This year we plan to introduce a new purpose-designed online portal that allows tenants to access key documentation relating to their tenancies, including account details and payments in real time online. The system also allows a choice of communications channels available 24/7.

This follows our earlier development of online systems allowing for property inspections and many other functions to be seamlessly integrated through digital communications in real-time.

KEY PERFORMANCE INDICATORS

In the past 18 months Pacific Link has successfully transitioned from housing management to management and supply – growing from a zero base to \$20 million now invested in housing supply projects.

In addition to our significant investments in new housing supply,

we are pleased to be reporting an operating surplus of \$762,000 for the 2015/16 year, bringing total retained surpluses to \$12.3 million.

More than 90% of tenants responding to our annual survey say they are satisfied with the services provided to them by Pacific Link. This result – amongst the best in the sector – has now been maintained over seven consecutive annual surveys.

FUTURE OUTLOOK

Pacific Link Housing will continue to assist those most in need through the provision of affordable, social and assisted housing in the year ahead through direct investment and partner programs addressing the NSW Government's innovative policy framework. We also seek new roles and opportunities to provide housing management and related services to disability groups in the roll-out of the National Disability Insurance Scheme.

Finally, I would like once again to acknowledge the dedication and commitment of Pacific Link's Board, executive team and staff. Your contribution has been immense, and your willingness and enthusiasm have been essential to the progress Pacific Link has made during the year.



KEITH GAVIN
Chief Executive Officer

TENANT PROFILE: DALLIS

BACK TO SCHOOL AND AIMING HIGH TO HELP OTHERS!

Five years ago, Dallis made a decision: To go back to school after three children and 20 years of full-time parenting!

"I was quiet and shy as a teenager and I left school with a Year 10 Leaving Certificate, which was not at all uncommon at the time."

Dallis did as many others did, moving on in time to motherhood and raising a family before making the brave decision to pick-up where she first left off, finish school and work toward higher qualifications that could lead to full-time employment.

In 2011 she enrolled to finish her Year 11 and 12 through TAFE – and became one of only 8 in a class of 40 to stay the distance. In 2013 she went

on to a Certificate III in Skills for Work and Training. In 2014 she moved on to a Tertiary Preparation Certificate, and last year finished Certificate IV in Community Services.

This year Dallis will reach another major milestone when she graduates with a Diploma in Community Services from Ourimbah TAFE.

"All I want to do is help people. For me that's the most fulfilling thing there is!"

"And yes – it's been a long journey – but I'm getting there."

We are pleased to have assisted Dallis through Pacific Link's education scholarship program.



967

OWNED & MANAGED DWELLINGS

1624

HOME
VISITS

196

NEW
TENANCIES

4433

COMPLETED
MAINTENANCE

1794

RESIDENTS
HOUSED

133

SUPPORT
REFERRALS

6

NEW
CONSTRUCTIONS

82

DWELLINGS UNDER
DEVELOPMENT

MELINDA

LYNN

MICHELLE B

TONI

BRETT

MICHELLE G

ROD

KATHY

LORRAINE

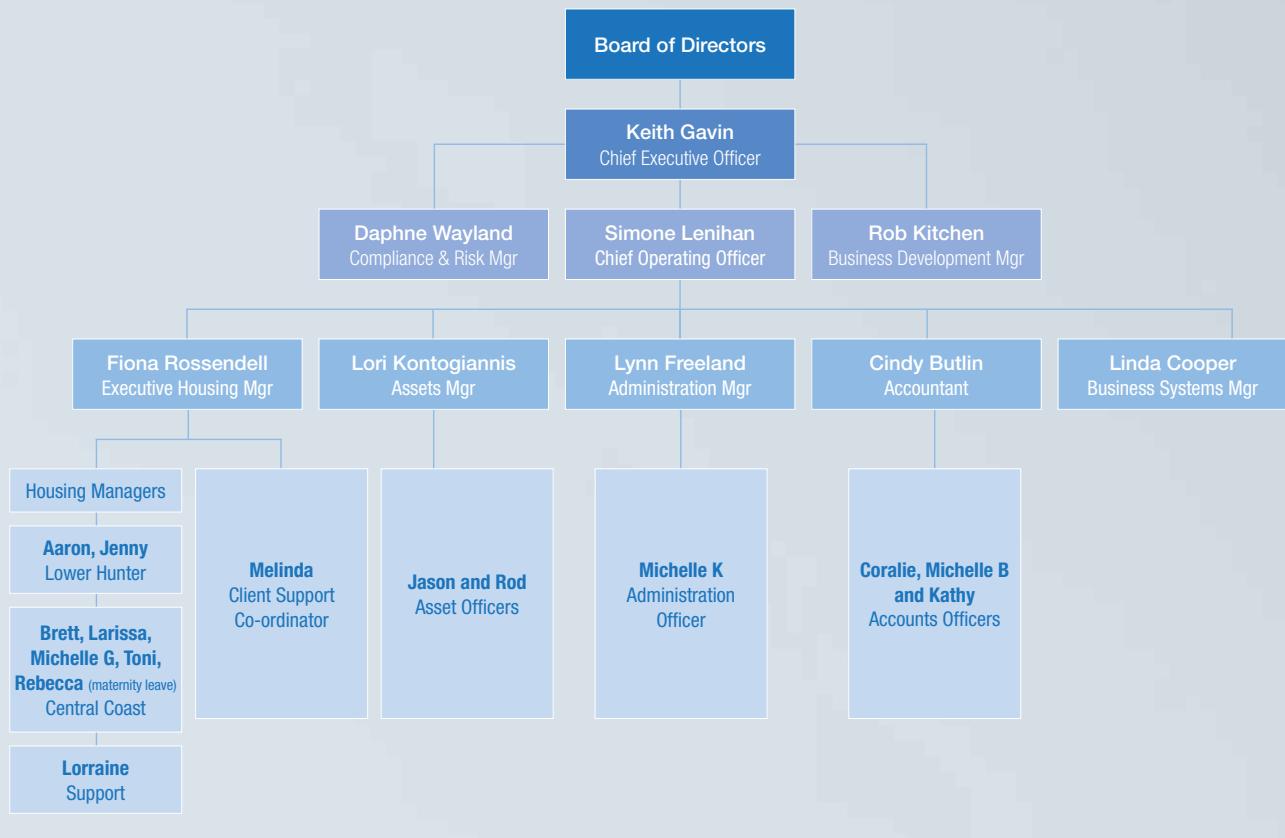
DAPHNE

FIONA

KEITH



ORGANISATION CHART 2016



OUR BOARD OF DIRECTORS

THE BOARD IS THE CUSTODIAN OF THE MISSION STATEMENT AND PURPOSES OF PLH AND IS ACCOUNTABLE TO MEMBERS FOR THE PURSUIT OF THOSE PURPOSES AND THE PERFORMANCE OF PLH.

Under PLH's continuous improvement ethos, 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.

PLH's Governance policy is derived from the ASX's Corporate Governance Council Principles of Good Corporate Governance that provides a robust framework for governance. Governance tools employed by the Board include a targeted Board committee structure with approved terms of reference (refer Directors' Report on page 27), director protocol and code of ethical conduct, delegation authorities and active management of conflicts of interest through a directors' interests register.



PICTURED LEFT TO RIGHT:

Stephen Brahmhs, Alan Bennell, Leoni Baldwin, Wal Edgell, David Bacon, David Simmons, Cliff Innes, Kim McLoughry, Keith Gavin, Deb Howe

DAVID BACON FAICD

Position: Chairman

Commenced: 16/07/09

With 20 years in board and executive roles in UK and Australia, David has extensive experience in the private and public sectors, including media, regional economic development, social housing and consumer goods sectors. David is Chairman of Coast Community Broadcasters Inc, operators of

country music community radio station, "todayscountry94one". A past President of Gosford Rotary and a Director of Gosford City Rotary, he was awarded a Paul Harris Fellowship in 2010. He was honoured in 2007 with the NSW Premier's Award for Community Service.

LEONI BALDWIN MAICD

Position: Director, Deputy Chairman
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.

ALAN BENNELL GAICD

Position: Director
Commenced: 31/07/08

Alan is a practising Chartered Accountant and Associate Member of the Institute of Chartered Accountants in Australia. Alan runs his own accounting practice and previously worked for a large firm of international accountants in the UK and Australia. A fellow of the Taxation Institute of Australia and a Chartered Tax Advisor, Alan has been a long-time volunteer with the Rural Fire Service until recently, and a voluntary carer for people living with HIV.

STEPHEN BRAHAMS GAICD

Position: Director
Commenced: 16/07/09

Stephen brings to the Board more than 35 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 currently a director and shareholder of a London based company and is on the board of the Central Coast Grammar School.

CLIFF INNES GAICD

Position: Director
Commenced: 21/05/09

Cliff has over 30 years' experience as a Chartered Accountant including 16 years as the principal of his own practice on the Central Coast. A member of the Institute of Chartered Accountants, Cliff has been a partner in several Sydney-based chartered firms since 1985. He is active in Rotary and in 2012 Cliff was awarded a Paul Harris Fellowship for his services to the community.

DEB HOWE GAICD

Position: Director
Commenced: 16/07/09

Deb has worked in mental health for more than 30 years and is Service Manager, Central Coast Children and Young People's Mental Health. In 2015, Deb was seconded as a Senior Advisor at the NSW Mental Health Commission. Deb has achieved recognition through a number of awards including the 2011 Gosford City Australia Day Community Award for Business.

DAVID SIMMONS FAICD

Position: Director
Commenced: 25/11/2010

Elected as the Federal Member for Calare from 1983-96, David served in a variety of roles in the House of Representatives including four years as a Minister. Formerly Chief Executive of the Hunter Business Chamber, David is a director of Western Health Alliance Ltd trading as NSW Primary Health Network and of General Practice Training Valley to Coast Ltd. He was awarded an Order of Australia Medal in 2001 for services to the community in the Hunter and Central West of NSW.

WAL EDGEELL

Position: Director
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 President 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.

KIM MCLOUGHRY MAICD

Position: Director
Commenced: 25/11/09

Kim is the CEO of Regional Youth Support Services and a director of Parkside Ltd (a multi service youth facility). Kim is the current Central Coast regional representative at peak body NSW Youth Action. Kim participates and advocates in many groups including Central Coast Homelessness. Kim received the NSW Premier's Community Service Award in 2005 and the 2007 Gosford Rotary LJ McCarthy Community Award. Kim's community service career has been celebrated in the 'Significant Women on the Central Coast" publication.

KEITH GAVIN GAICD

Position: CEO
Commenced: 25/11/2010

Keith Gavin has a background of 20 years' experience in leadership roles in finance and senior management in the manufacturing, travel and medical sectors. Keith is a director of PowerHousing Australia, a national peak body in the community housing sector, has a Bachelor of Business degree with a major in Accounting, a Masters of Business Administration, Masters of Business Leadership and is a CPA. In 2016 Keith was named Business Leader of the Year in the Gosford/Erina & Coastal Business Chamber Awards.

PROGRAMS

SINCE INCEPTION

156
SCHOLARSHIPS

60
LEARNER DRIVERS

171
LAPTOPS
PURCHASED

132
SHEW

3
APPRENTICESHIPS



TENANT SUPPORT
PROGRAMS

BUILDING RESIDENTS' CAPACITY

Pacific Link Housing is uniquely positioned as a 'community anchor' in the neighbourhoods in which we operate. We invest in self-funded programs aimed at building social cohesion, skills and capacity and helping residents stay connected with the digital world, each other and their communities.

Programs are developed in response to identified needs, including feedback from tenants through our annual survey, which in 2015 found that 92% of tenants feel we keep them well informed on programs and support services.

Last year we enhanced our youth engagement strategy filming a series of #cominghome videos

(available on our website) and began offering access to certificate training programs as stepping stones to full-time employment, including trade apprenticeships through our construction partners. We are delighted to have assisted over 500 tenants since the programs' inception in 2011.

Of course, investment in these programs means a commitment of both resources and funds. This investment is regularly reviewed both in terms of the amounts budgeted compared with other business objectives (such as housing supply) and the effectiveness and relevance of the programs to tenants' needs.

SHEILA ASTOLFI EDUCATION SCHOLARSHIP

The Sheila Astolfi Education Scholarships honour the legacy of our founder by encouraging eligible tenants of all ages to achieve their educational objectives and fulfil their potential. More than 150 scholarships have so far been awarded. They typically include the provision of laptop computers and software packages; private tuition, course costs, excursions and study camps; textbooks, study guides or specialist equipment; and assessments and programs for particular learning needs.

TENANT PROFILE: BELYNDA

STUDY, RUN, JUMP, THROW, SHOOT

Belynda is a girl on a mission. She makes the most of every day and makes the greatest possible use of the Pacific Link Scholarships she has received to support her education and sporting activities.

A high achiever at school and sport, Belynda uses her new laptop and printer to support her school studies. This year she was accepted for the Accelerated Program at Narara Valley High School and has also applied for admission to Gosford Selective High School.

For Belynda, a busy life is a good life, and with her parents' support she's also well ahead on the sports field, where her achievements

include selection to the Central Coast netball team competing for the Jenny Wright Shield in Walgett NSW – a trophy the team brought home with Belynda voted Best Forward for the tournament.

Belynda's talent and determination have also seen her gain success on the athletics field. A winner at club level, she has gone on to compete at Zone and Region – finishing fourth in the discus, fifth in the Shotput and eighth in the Javelin at Region.

This year Belynda aims to compete at State and become a top achiever at that level too!



TENANT SUPPORT PROGRAMS

LEARNER DRIVER PROGRAM

Our Learner Driver Program helps young drivers through a three-part program that includes 10 lessons with a professional driving instructor; attendance at a Safe Driving Program; and \$100 towards the cost of their driving test and provisional licence. The program is open to Pacific Link tenants who are in good standing, between 16 and 19 years of age and are Australian citizens or permanent residents.

LAPTOP LOAN PURCHASE PROGRAM

To help residents stay connected in a world where essential services are increasingly delivered online, Pacific Link allows tenants in good standing to purchase laptop computers with communications software at favourable rates. The Laptop Loan Purchase Program provides tenants with brand new, state-of-the-art laptop computers at a cost of \$499, available on loan agreements for a minimum of \$20 per fortnight. Around 170 laptops have been purchased under this scheme with tenants maintaining a 100% full loan repayment record – not one default!

SPORTS, HEALTH, EDUCATION, WELLBEING PROGRAM (SHEW)

Research shows children from disadvantaged families miss out on the social and physical benefits of sport and other well-being programs because their parents can't afford the cost of club membership, uniforms and equipment. Our SHEW program provides funds of up to \$250 per year to help cover the cost of sporting clubs' registration, dance classes, swimming lessons, cultural arts and other physical activity or sporting activities. By promoting physical activity, Pacific Link aims to encourage healthy growth and development, new friendships, improved levels of self-esteem and ongoing life-long participation. More than 130 families have been assisted by this program since it began three years ago.

TENANT PROFILE: TENNIKAH

GOOD SPORT TENNIKAH'S WALKING UP A STORM

As Tennikah's Mum says: "Not doing sport is not an option".

One of our SHEW scholarship recipients, Tennikah just can't wait to get out and compete.

Like her sister, Belynda, this Year 5 enthusiast is good at school and sport. She's also been to Walgett to compete in netball, and when it comes to athletics she's proving to be a top race walker – finishing fourth at Region and competing at Zone.

But Tennikah's true passion is Netball, after playing for only three years Tennikah has been selected for an "A" grade team. She's played three years of Union (two-handed touch) and has played quite a bit of soccer for her school – attending trials for the NSW PSSA soccer competition.

Like her big sister, Belynda, Tennikah's also aiming to compete at State this year.



TENANT EMPLOYMENT PROGRAM

With construction work now underway on several housing projects, Pacific Link's employment program requires building contractors to collaborate with employment providers in offering apprenticeships to young residents aiming for TAFE and Certificate qualifications leading to employment. Further projects with local youth employment co-ordinators are currently in planning to develop Work for the Dole projects give tenants the opportunity to gain work experience in landscaping, garden and maintenance work.

CONTINUOUS IMPROVEMENT EVALUATION & REVIEW

To capture tenants' feedback on the effectiveness of our programs, we surveyed tenants last year and found that:

100% of participants said they would recommend the programs to other tenants.

Of our education scholarship recipients, five completed Certificates and two completed Degrees. Ninety-five per cent said they would not have completed their course without the assistance, and 50% said their employment potential had improved.

100% of SHEW recipients said their child's participation had increased confidence and wellbeing while 83% said their child would not have participated in the activity without the funding support.

RECOGNITION

Our Tenant Programs have twice been recognised through the PowerHousing Australia 2016 Award for Excellence in Tenant Engagement and Social Inclusion and the regional NSW Business Chamber Award for Excellence in Innovation. They have also been recognised through case studies published by the NSW Registrar of Community Housing.

TENANT PROFILE: JACINTA

CHOOSING UNION AHEAD OF NETBALL

With Dad as the Team Manager and brother Matthew as her Coach, Jacinta is the youngest in her sporting family, and just happens to prefer Rugby Union to Netball.

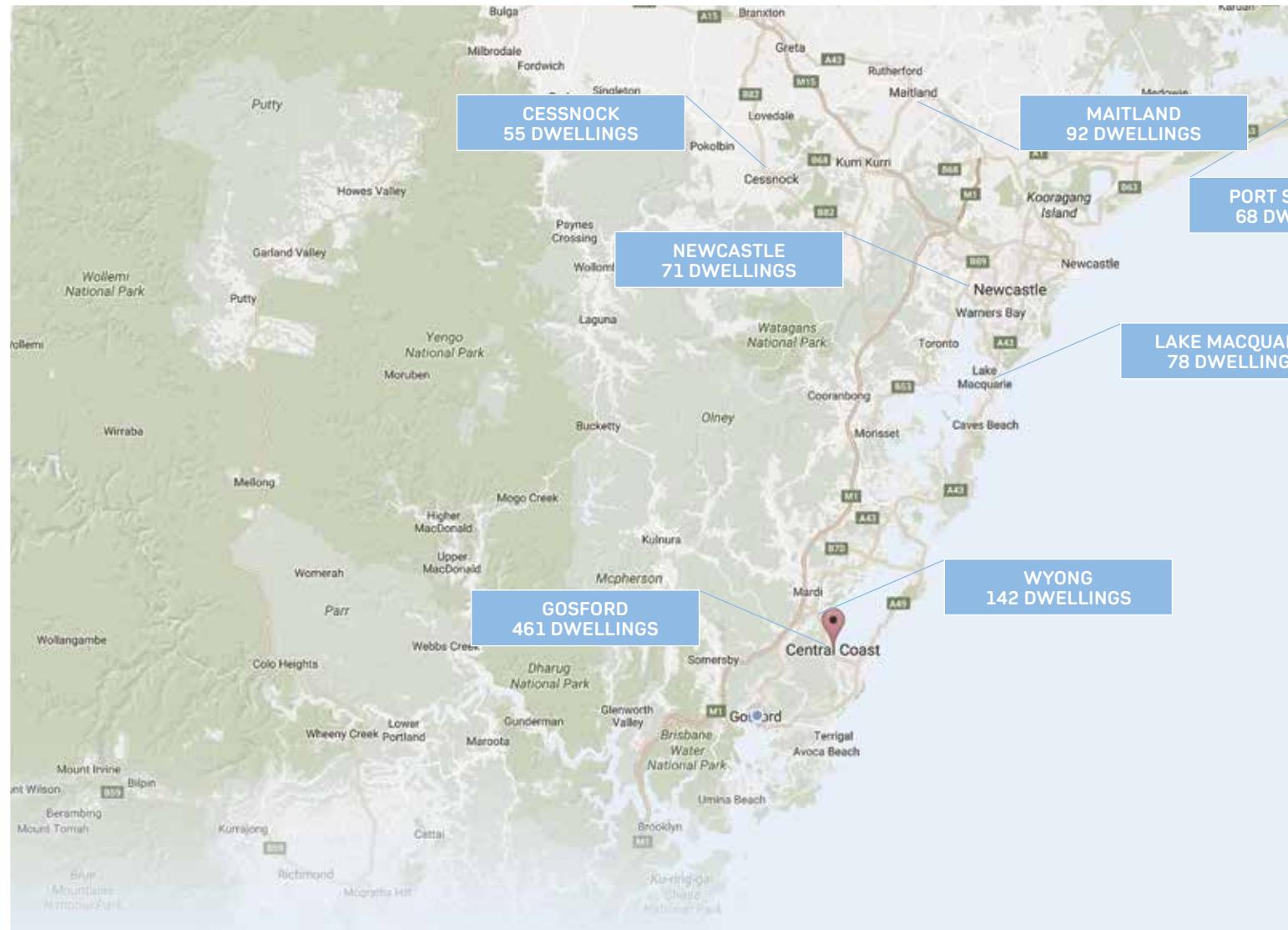
"I prefer Union to Netball because Rugby players are tough", she says.

Registered to play in the Under 7s this year, she really wanted to play Under 8s, and gets to play Under 8s when they are at the same oval. At this level, it's not the game you see on television but a form of double-handed touch, with rucks and mauls in Under 8s and then on to include lineouts in Under 9s.

Like the rest of the family, Jacinta's also making an early mark in Little Athletics, winning a Bronze medal for the Discus at Zone this year and competing in 70, 100 and 500m races.

That's no small achievement at any age... with the promise of many more in years to come.





TENANT PROFILE: JASON

KEEP DOING GOOD THINGS & GOOD THINGS HAPPEN!



Jason grew up in Newcastle's surfing culture, qualified as fitter and machinist and didn't worry too much about substance abuse. 'I thought I was a user – not an abuser', he said – before a work accident sent him into a downward spiral that ultimately led him to rehab.

He's still in rehab now... only now he's helping others as a Cert IV and Diploma qualified Case Worker at the Salvos Dooralang on the Central Coast.

After 25 years of substance abuse, Jason took on the fight of his life, which began with almost a year in rehab then led onto studies, a year of volunteering and then further studies

before being appointed as a support worker at Dooralang.

Five years ago he left transitional housing for a Pacific Link tenancy and today he knows 'if I keep on doing good, good things will happen.' They already have.

More than just a model of determination and endurance, Jason has won a victory as he now helps 150 others aim for their own recovery and successful reinvention for the future.



STEPHENS
RENTALS

RIE
S

TENANT SURVEY 2016

92% AVERAGE APPROVAL RATING OVER 7 YEARS

93% 2010	91% 2011	90% 2012	93% 2013	94% 2014	93% 2015	90% 2016
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90% tenants satisfied with overall service

92% say our staff are always willing to listen

90% say staff explain everything so they can understand

88% say Pacific Link always respects their rights as a tenant

92% agree staff help them understand their responsibilities as a tenant

92% are satisfied with how Pacific Link inspects and visits their home

88% tenants satisfied with how we keep clients informed

81% tenants satisfied with property condition

88% of those who've had a repair are satisfied with customer service of the repair contractor

77% satisfied with maintenance services

87% of tenants with a disability say their home is easy to live in

86% of supported tenants are satisfied with the service of their support worker

35% response rate on survey

TENANT PROFILE: PHIL

A LIFE REBUILT ... THROUGH CORE STRENGTH

Phil is in his early 30s. He was born in Queensland... and half a life ago was sent to NSW, where he found himself in a youth refuge at Umina, followed by more than three years in the army – which came to an end with a serious back injury, discharge, and soon... debilitating depression.

It has taken him many years to regain his health through a program to rebuild his physical core strength, a period of slow but steady progress through men's refuges, including Pacific Link's partner, Coast Shelter.

Phil has now overcome what was a difficult injury and a time in his life through secure, stable housing with Pacific Link and is now a Work for the Dole supervisor with Gosford Regional

Community Services, working at Wyoming Community Centre.

"People come here having to fulfill an obligation as work for the dole recipients. But many of them keep coming back when they gain the satisfaction of working in an environment where they can see the work they're capable of doing."

Phil is master of the tools and has completed numerous projects while teaching others how to take largely recycled building materials and put them to new and useful purposes.

He has a passion for recycled timber and says: "I will keep going with this because it makes a positive difference to the lives of so many on the program – and also to my own."



PICTURED LEFT TO RIGHT:

Fiona Rossendell, Shayne
Silvers (Coast Shelter),
Larissa, Alan Suters (Uniting)



OUR PARTNERS

ONE-ON-ONE ACCESS TO
SUPPORT SERVICES

PACIFIC LINK HOUSING WORKS WITH LOCAL GOVERNMENT AND COMMUNITY SERVICE GROUPS

Providing a fully integrated range of wrap-around services for our 2,000 residents - partnering with more than 20 local support agencies and through referral arrangements with a further 25.

Through our partners, Pacific Link tenants gain one-on-one access to a wide spectrum of support services that assist in dealing with homelessness, mental health issues, disability, substance abuse, escaping domestic violence, exiting custody,

coping at refuges or dealing with the challenges of youth or aging. All are subject to individual tenant support plans managed by our specialist support co-ordination team.

At a corporate level, Pacific Link also collaborates with organisations such as Coast Shelter, Uniting Burnside, disability housing advocate Summer Foundation, and Pacific Link's affordable housing development partner, Evolve Housing.

SUMMER FOUNDATION

Pacific Link Housing will gain key insights into the needs of people with disability through a contract to provide housing management services for the Summer Foundation. Formed in 2006, Summer Foundation focuses on developing models and solutions to problems which aim to help young people currently living in nursing homes, one of the most marginalised and isolated groups in our society. Following years of research and design planning, Summer Foundation developed new housing options at two trial sites with small numbers of model apartments to discover and test designs that meet special needs. The Summer Foundation model allows people with disability to live in their own apartments alongside other tenants in new apartment buildings.

The Summer Foundation's first project includes six fully accessible apartments in a 59-apartment complex located in central Melbourne. Now a second, larger demonstration project which includes 10 accessible apartments, and another to provide a support base for staff, in a five-storey, 110-apartment complex has opened in the Hunter. In addition to being accessible, the Foundation-designed apartments have been minutely planned to meet the needs of people with disability gain greater independence. They also include high levels of smart home technology with full home automation systems. Pacific Link is extremely proud that an organisation of this quality and purpose has selected Pacific Link to provide housing management services to this immensely important project for Summer Foundation's Hunter Demonstration Project.

COAST SHELTER

Coast Shelter has more than 25 years' experience working with people who are homeless or at risk of homelessness for the Central Coast community. A major part of Coast Shelter's work is through formal partnership agreements that allow people to transition from shelters to safe, secure homes with Pacific Link Housing.

Coast Shelter manages refuges for youth, men, and women and children across the Central Coast and is a highly valued local organisation, providing around 50,000 overnight beds every year. The majority of clients seek help due to domestic violence, family breakdown and financial difficulties. One in four clients identify as indigenous and Coast Shelter has strong partnerships with local support and health agencies for Aboriginal and Torres Strait Islander clients.

Pacific Link and Coast Shelter operate as valued, local partners - both with strong inter-agency connections and a demonstrated regional focus. In particular, both organisations operate on the regional assessment committee to provide brokerage support, tied to integrated case management plans to support clients in sustaining their tenancies. This collaboration has delivered some fantastic, positive outcomes for local people in need. However, despite the housing partnerships, due to lack of accommodation supply, Coast Shelter will in a typical year have to turn away over 2,000 applicants.



PICTURED:

Jenny, Fiona and Lori with Di Winkler (CEO Summer Foundation) and tenant, Tania, at the opening of the Hunter apartments.



Evolve Housing CEO Andrea Galloway with PLH CEO Keith Gavin at EPD's Woy Woy site

EVOLVE HOUSING

PACIFIC LINK
FORMED A
DEVELOPMENT
JOINT VENTURE
WITH LEADING
SOCIAL HOUSING
PROVIDER EVOLVE
HOUSING IN
MID-2014.

The joint venture known as Evolve Pacific Developments (EPD) aims to help remove barriers between metropolitan and regional providers and share information and resources to meet housing requirements spanning the Sydney metro, Central Coast and Hunter regions.

Parramatta-based Evolve is one of Australia's largest community housing providers with 4,200 social and affordable housing properties providing homes for 12,000 people who were homeless or in housing stress. Evolve's CEO, Andrea Galloway, is a National winner of the Telstra Business Women's Award for Innovation, Vice President of the Board of NSW Business Chamber and Member of the Advisory Board for The Salvation Army Australia.

Evolve has extensive development and construction experience and, over the past 5 years, has planned or developed more than 350 dwellings, housing more than 850 people through projects with a combined construction budget of more than \$125 million.

Pacific Link and Evolve Housing were jointly named 2016 Community Housing Provider of the Year by the NSW Federation of Housing Associations at their recent annual conference.

SUPPORT PARTNERS

Aboriginal Mental Health

Allambie Youth Hope

Benevolent Society

Brighter Futures Central Coast

Brighter Futures Newcastle

Bungree Aboriginal Association

Carries Place

Catholic Care

Catholic Community Services

Central Coast Disability Network

Central Coast Family Support

Central Coast Local Health District

Mental Health

Central Coast Primary Care

Centrelink Support Team

Challenge Disability Services

Coast Community Connections

Coast Shelter

Coimba Refuge

Elandra Refuge

Kara Refuge

Maya Refuge

Neleh House

Rumbalara Youth Refuge

Woy Woy Youth Refuge

Wyong Youth Refuge

Youth Angle

Department of Ageing Disability and Home Care

Department of Family and Community Services Gosford

Horizons Family Support

House With No Steps

Hunter Partners In Recovery

Life Without Barriers

Meals on Wheels

Narara Neighbourhood Centre

Neami Hunter Valley

New Horizons

New Horizons Boarding House Project

Nova Women and Children

NSW Health Assertive Outreach Team

Options Disability Support

Port Stephens Family Support Service

Regional Youth Support Services

Samaritans Early Intervention

Family Service

Toukley Neighbourhood Centre

Ungooroo Aboriginal Corporation

Uniting

Wesley Mission Central Coast

Family Support Service

Wyong Neighbourhood Centre

UNITING

**BASED AT WYONG,
UNITING'S
DOORWAYS
PROGRAM
OFFERS A DROP
IN SERVICE FOR
PEOPLE WHO ARE
HOMELESS OR AT
RISK OF BECOMING
HOMELESS.**

Doorways for Youth provides young people between 16 to 25 years with support, information and referrals.

Youth case workers assist young people in their transition to independence by providing support with financial and income matters, legal matters, family services, health/mental health, domestic violence, living skills, linking young people to accommodation services, employment, education and training.

Doorways Housing Connectors provides homelessness support as well as information and referrals to link individuals and families with relevant services.

Central Coast Homelessness Brokerage provides funds as one of a range of strategies identified in a family's case management plan to address their needs.

Uniting, in partnership with Pacific Link, recognises the significant impact local support agencies have in influencing positive outcomes for residents in community housing, founded on the basis of stable, secure homes managed by well-connected local providers.



HOUSING SUPPLY

PACIFIC LINK HOUSING HAS RAPIDLY TRANSITIONED FROM HOUSING MANAGEMENT TO MANAGEMENT AND SUPPLY.

Moving from a zero base to more than \$20 million invested in retention and supply projects over the past 18 months.

We are building a broad supply pipeline to deliver housing covering the full continuum of social, affordable, disability and private housing through a range of projects in Sydney, the Central Coast and Hunter regions.

HOUSING SUPPLY

DUNBAR WAY REFURBISHMENT

Last year we completed the refurbishment of the 100-home Dunbar Way estate in North Gosford – a project we initiated, funded and managed to ensure the ageing estate will continue to provide essential social housing for many years to come.

Originally built by the NSW Government in the 1960s the estate was under split management, with around half the homes managed by government and the remainder by Pacific Link.

As part of the agreement ahead of the refurbishment, the Government agreed to transfer management of its homes on the site to Pacific Link – allowing for the whole of the estate to be refurbished by Pacific Link as on-going whole-of-site managers.

A survey of residents revealed overwhelming support for the agreement and the refurbished estate was officially opened by the Premier, the Hon Mike Baird in December at a ceremony to mark Pacific Link's 30th Anniversary as not-for-profit housing provider.

PRIVATE HOUSING FOR SALE AND RE-INVESTMENT

Making the most of an attractive opportunity to participate in the private housing market, Pacific Link has also this year completed the development of two family homes at Raymond Terrace. These will be sold to private buyers with retained earnings to be re-invested in future social and affordable housing projects as opportunities arise.



SOCIAL HOUSING AND AFFORDABLE STUDIO APARTMENTS

Working with Sydney-Based Evolve Housing, Pacific link is currently planning and developing three studio apartment blocks to provide social and affordable housing in Roselands, Woy Woy and Lake Macquarie, all of which will be managed by the joint venture in the long term. Leveraging one-off NSW Government grants totalling \$7 million by the Pacific Link/Evolve Housing partnership has resulted in a doubling of investment in these projects to increase housing supply.

Construction on the Woy Woy site, which will provide 31 studio apartments, is now underway, with completion expected in the first half of 2017.

The Roselands project in western Sydney, to provide a further 26 apartments, is now at development approval stage before Canterbury Council, and work on planning for a third building to provide 29 units at Lake Macquarie is well advanced.

AFFORDABLE AND DISABILITY HOUSING

During the year, Pacific Link funded and completed a green fields project to provide four villas for affordable housing in Cessnock, following research that indicated there was no affordable housing available in the region. Two of the four units have been designed and built for conversion to adaptable housing as required.



FUTURE DIRECTIONS - COMMUNITIES PLUS

The NSW Government's Future Directions for Social Housing in NSW strategy provides the blueprint for the Land and Housing Corporation's (LAHC) role to support the State's social housing system. Under the strategy, LAHC will deliver the Communities Plus program, one of the Government's key initiatives to grow the social housing portfolio.

Communities Plus will redevelop Land and Housing Corporation property by engaging private sector developers and community housing providers like Pacific Link to design, fund and build affordable, social and private housing.

In August this year, Pacific Link successfully tendered for the design and delivery of a Communities Plus project to be developed at Glendale in Lake Macquarie – some 15km from Newcastle.

The proposed Glendale development will provide a total of 20 new apartments for private sale, and for use as social and affordable housing on a fully-integrated site.

DISABILITY SECTOR

In the Hunter, more homelike group homes are being planned to house 390 people with disability as they transfer from larger settings during the roll-out of the National Disability Insurance Scheme in New South Wales.

Pacific Link is working with providers and others in the sector and is pursuing opportunities to assist through facilities management and the provision of supply and tenant services.

PICTURED LEFT TO RIGHT:
Opening of Cessnock development with Keith Gavin CEO Pacific Link, Cessnock Council General Manager Stephen Glen, Mayor Bob Pynsent, Pacific Link Chairman David Bacon and Director Stephen Brahams.

FINANCIAL REPORT

FOR THE YEAR ENDING 30 JUNE 2016

TABLE OF CONTENTS

Your directors present their report on Pacific Link Housing Limited (“the company”) for the year ended 30 June 2016. The following Financial Report is abridged and full financial statements, including notes, are available on the Pacific Link Housing website at www.pacificlink.org.au

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FINANCIAL REPORT

DIRECTORS

The following persons were directors of the company during the whole of the financial year and up to date of this report, unless otherwise stated:

NAME	QUALIFICATIONS AND PERIOD OF DIRECTORSHIP
David Bacon	Chairman
Qualifications	Director
Years Service	7 years
Special Responsibilities	Attends any committee meeting in ex-officio capacity
Leoni Baldwin	Director, Deputy Chairman
Qualifications	Consultant & Mediator
Years Service	4 years
Special Responsibilities	Governance, Project & Tenant Opportunity Programs & Social Enterprises Committees
Alan Bennell	Director
Qualifications	Chartered Accountant
Years Service	8 years
Special Responsibilities	Finance, Risk & Audit Committee
Stephen Brahams	Director
Qualifications	Director
Years Service	7 years
Special Responsibilities	Finance, Risk & Audit and Project Committees
Wal Edgell	Director
Qualifications	Banking and Property Executive
Years Service	2 years
Special Responsibilities	Finance, Risk and Audit, Project & Tenant Opportunity Programs & Social Enterprises Committees
Deborah Howe	Director
Qualifications	Public Service Manager
Years Service	7 years
Special Responsibilities	Governance & Tenant Opportunity Programs & Social Enterprises Committees

FINANCIAL REPORT

DIRECTORS

The following persons were directors of the company during the whole of the financial year and up to date of this report, unless otherwise stated:

NAME	QUALIFICATIONS AND PERIOD OF DIRECTORSHIP
Cliff Innes	Director
Qualifications	General Manager
Years Service	7 years
Special Responsibilities	Finance, Risk & Audit and Governance Committees
Kim McLoughry	Director
Qualifications	General Manager
Years Service	7 years
Special Responsibilities	Tenant Opportunity Programs & Social Enterprise Committee
David Simmons	Director
Qualifications	Director
Years Service	6 years
Special Responsibilities	Governance and Finance, Risk & Audit Committees

MEETINGS OF DIRECTORS

During the financial year, 12 meetings of directors were held. Attendances by each director were as follows:

BOARD MEETINGS		
DIRECTOR	NUMBER ATTENDED	NUMBER ELIGIBLE TO ATTEND
Alan Bennell	10	12
Cliff Innes	12	12
David Bacon	12	12
David Simmons	9	12
Deborah Howe	11	12
Kim McLoughry	11	12
Leoni Baldwin	12	12
Stephen Brahams	11	12
Wal Edgell	11	12

PRINCIPAL ACTIVITIES

The principal activity of the company during the financial year was the provision of low cost subsidised housing to clients on low incomes. No significant change in the nature of this activity occurred during the year.

SHORT-TERM AND LONG-TERM OBJECTIVES

The company's short term objectives are to:

- Work with Government 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
- Recruit, train and retain our employees and remain an employer of choice
- Establish and maintain effective and efficient systems
- Continue to enhance board development & governance
- Maintain housing stock to a good standard
- Maintain a focus on continuous improvement

The company's long-term objective:

- 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 company operates within a culture of social justice, fairness and transparency and remains accountable to all stakeholders.

STRATEGIES

To achieve its stated objectives, the company 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 company 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 housing given focused and appropriate support programs.
- Pacific Link aims to grow expertise to access opportunities to develop, build or acquire more properties in our area of operation in order to meet social housing demand.
- Pacific Link will further strengthen the business's revenue base and will seek opportunities for alternative government and private funding streams. The company will broaden and diversify our service offering, and will pursue potential for horizontal integration with other complementary service providers.
- 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 conduct pilot programs that seek to improve the properties so that utility costs are minimised.
- 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 Communities, Housing and Pathways Directorate of the Department of Family and Community Services.
- 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 and contribute to the raising of the community housing sector's profile and reputation.

FINANCIAL REPORT

LIABILITY OF MEMBERS ON WINDING UP

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 \$2.00 subject to the provisions of the company's constitution.

At 30 June 2016 the collective liability of members was \$110 (2015 \$88).

AUDITOR'S INDEPENDENCE DECLARATION

The lead auditor's independence declaration for the year ended 30 June 2016 has been received and is provided below.

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



David Bacon
Director

Alan Bennell
Director

Dated: 15 September 2016

AUDITOR'S INDEPENDENCE DECLARATION

Auditor's independence declaration under Subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012 to the Directors of Pacific Link Housing Limited

As the lead auditor for the audit of the financial statements of Pacific Link Housing Limited for the financial year ended 30 June 2016, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

FORTUNITY ASSURANCE



T R Davidson
Partner

155 The Entrance Road
Erina NSW 2250

Dated: 15 September 2016

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Year Ended 30 June 2016

	2016	2015
Revenue from Continuing Operations		
Revenue from government and other grants	3,106,779	2,931,488
Other income	9,659,897	9,528,718
	12,766,676	12,460,206
Employee benefits expense	(2,122,170)	(1,922,625)
Depreciation and amortisation expense	(257,098)	(179,761)
Bad and doubtful expense	(160,015)	(95,402)
Training expenses	(45,533)	(76,786)
Audit, legal and consultancy expenses	(215,150)	(192,299)
Finance costs	(1,120)	(1,192)
Insurance expense	(192,941)	(191,046)
Property repairs and maintenance	(1,632,929)	(1,928,569)
Council and water rates	(782,885)	(709,464)
Rental expense	(5,668,130)	(5,346,299)
Repairs, maintenance and vehicle running expense	(50,313)	(56,548)
Other operating expenses	(876,476)	(959,296)
Profit before income tax	761,916	800,919
Income tax expense	-	-
Profit after income tax	761,916	800,919
Other comprehensive income for the year		
Items that will not be reclassified subsequently		
To profit & loss		
Gain on the revaluation of land & buildings		
Total comprehensive income for the year	761,916	800,919

FINANCIAL REPORT

STATEMENT OF FINANCIAL POSITION

As at 30 June 2016

	2016	2015
Assets		
Current Assets		
Cash and cash equivalents	2,895,444	4,685,644
Other receivables	598,731	566,305
Other financial assets	8,195,392	8,007,781
Other assets	152,562	180,224
Total Current Assets	11,842,129	13,439,954
Non-Current Assets		
Property, plant and equipment	5,439,877	2,900,456
Total Non-current Assets	5,439,877	2,900,456
Total Assets	17,282,006	16,340,410
Current Liabilities		
Trade and other payables	1,183,505	990,111
Financial liabilities	-	8,314
Employee benefits	124,238	99,972
Other liabilities	3,500,000	3,500,000
Total Current Liabilities	4,807,743	4,598,397
Non-current Liabilities		
Trade and other payables	60,000	80,000
Financial liabilities	-	-
Employee benefits	120,511	130,177
Total Non-Current Liabilities	180,511	210,177
Total Liabilities	4,988,254	4,808,574
Net Assets	12,293,752	11,531,836
Members' Funds		
Retained earnings	11,957,241	11,195,325
Asset Revaluation Reserve	336,511	336,511
Total Members Funds	12,293,752	11,531,836

STATEMENT OF CHANGES IN MEMBERS FUNDS

For the year ended 30 June 2016

	ASSET REVALUATION	RETAINED EARNINGS	TOTAL
Balance at 1 July 2014	336,511	10,394,406	10,730,917
Total comprehensive income for the year	--	800,919	800,919
Gain on revaluation of land & building	-	-	-
Balance at 30 June 2015	336,511	11,195,325	11,531,836
Profit for the year	-	761,916	761,916
Balance at 30 June 2016	336,511	11,957,241	12,293,752

STATEMENT OF CASH FLOWS

For the year ended 30 June 2016

	2016	2015
Cash flows from operating activities		
Receipts from tenants & other persons	9,324,510	8,968,071
Payments to suppliers and employees	(11,737,556)	(11,388,900)
Interest received	295,907	268,212
Receipts from government sources	3,317,702	2,931,488
Net cash provided by operating activities	1,200,563	778,871
Cash flows from investing activities		
Payments for property, plant & equipment	(2,814,838)	(1,693,753)
Proceeds from sale of assets	20,000	85,001
Net cash used in investing activities	(2,794,838)	(1,608,752)
Cash flows from financing activities		
Proceeds from borrowing	-	-
Repayment of finance lease	(8,314)	(9,357)
Net cash provided by financing activities	(8,314)	(9,357)
Net (decrease)/increase in cash held	(1,602,589)	(839,238)
Cash at the beginning of the financial year	12,693,425	13,532,663
Cash at the end of the financial year	11,090,836	12,693,425

FINANCIAL REPORT

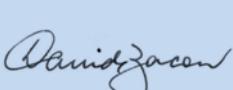
DIRECTORS' DECLARATION

For The Year Ended 30 June 2016

In accordance with a resolution of the directors of Pacific Link Housing Limited, the directors declare that:

1. The financial statements, as set out on pages 26 to 35, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012:
 - (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
 - (b) give a true and fair view of the financial position of the company as at 30 June 2016 and of the performance for the year ended on that date.
2. 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.

Signed in accordance with a resolution of the directors made pursuant to s.60.15 of the Australian Charities and Not-for-profits Commission Regulation 2013.



David Bacon
Director



Alan Bennell
Director

Dated: 15 September 2016

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PACIFIC LINK HOUSING LIMITED

REPORT ON THE FINANCIAL REPORT

We have audited the accompanying financial report of Pacific Link Housing Limited (the company), which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in members funds and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL REPORT

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation of the financial report that gives a true and

fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

INDEPENDENCE

In conducting our audit, we have complied with the independence requirements of Australian Charities and Not-for-profits Commission Act 2012.

OPINION

In our opinion, the financial report of Pacific Link Housing Limited is in accordance with the Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

giving a true and fair view of the company's financial position as at 30 June 2016 and of its performance for the year ended on that date; and

complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 the Australian Charities and Not-for-profits Regulations 2013.

FORTUNITY ASSURANCE



T R Davidson

Partner

155 The Entrance Road
Erina NSW 2250

Dated: 15 September 2016



**PACIFIC LINK
HOUSING**

Home & Community



GET IN TOUCH

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