



**PACIFIC LINK
HOUSING**

Home & Community



**A home is
just the start**

ANNUAL REPORT 2018

Our Mission

Pacific Link Housing works to provide and further develop appropriate housing solutions for those in the community who are in the greatest need. The company operates within a culture of social justice, fairness and transparency and remains accountable to all stakeholders.

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.

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Chairman's Message



WAL EDGELL

THE PAST YEAR HAS BEEN ONE OF SIGNIFICANT CHALLENGE AND CHANGE FOR PACIFIC LINK HOUSING AS WE STRIVE TO REPOSITION THE ORGANISATION TO BETTER DELIVER SUSTAINABLE, SAFE AND AFFORDABLE HOUSING FOR OUR TENANTS AND TO ACHIEVE GREATER COMMUNITY INTERACTION TO PROVIDE ENHANCED LIFE OPPORTUNITIES FOR THOSE MOST IN NEED.

The organisation has been able to achieve substantial growth in an environment that was, at times, challenging and difficult. Commendably, the Board and staff worked harmoniously and with common purpose to position the organisation to be more self-reliant in its pursuit of

identifying and implementing a diversity of income streams, more actively pursuing building development projects and connecting with our service providers to enlarge and enhance program offerings to our tenants and their families.

Although Pacific Link Housing is classed as a not for profit entity (NFP), we strive to achieve a growing surplus year

upon year so that we can re-invest those surpluses back into greater building development activities, thereby generating more homes for those in need and expanding the range of programs we are able to offer our tenants and families to improve their everyday life experience.

Against that background, I am particularly pleased to report an annual operating financial surplus of \$1,343,390. This

result reflects most favourably on the focus and dedication of our very capable staff and management and the foresight and guidance provided by the Board in the strategic settings that ultimately will re-position the organisation in the Community Housing Sector.

The creation of that surplus, together with a strong balance sheet and available cash reserves, and a well-defined and appropriately risk weighted debt deployment programme, will enable the organisation to focus on its key strategic goal of delivering sustainable housing supply through its building development and construction activities.

Through our joint venture partnership with another Community Housing Provider (CHP), I am pleased to report that construction is well advanced on a studio apartment complex at Roselands. With completion anticipated for the end of 2018, this will mark Pacific Link's second major housing supply project in this joint venture vehicle, which will see the delivery of 26 social and affordable housing units.

A further development, of a similar nature, on the Central Coast is in the final stages of seeking Council approval to proceed. If successful, that project will deliver another 30 social and affordable housing units via the joint venture vehicle.

In its own capacity, Pacific Link Housing has a further development project situated in Lake Macquarie which is scheduled to deliver 21 units of social, affordable and private housing accommodation. The project is well advanced and currently scheduled for completion in early 2020.

These developments represent further tangible evidence of Pacific Link's commitment to reducing the housing supply gap that currently exists, and enhancing the general environment of the community in which the development is located.

The delivery of efficient and effective property and tenancy management services, allied with timely and proactive maintenance services, remains at the core of Pacific Link's housing operations,

with over 1,000 properties currently under management across the Central Coast and Hunter Regions.

The success of that service capacity is reflected in the annual Tenant Survey results which showed that 88% of tenants were satisfied with the overall standard of service and communication delivered by the organisation, a result that could only be achieved through the focus and dedication of the entire management and staff complement.

We endeavour to ensure that a home is just the start of Pacific Link's relationship with its tenants and we continue to invest in the wellbeing of our tenants through a wide range of self-funded tenant support programs. This year alone, we were proud to deliver over 124 scholarships, supports, loans and training incentives to our tenants, all aimed toward building independence, wellbeing and overall quality of life.

To further enhance the opportunities available to our tenants, we have introduced new education and training programs in partnership with Central Coast Community College. Through this partnership, tenants have the opportunity to further develop independence through participation in free life-skills courses and nationally-accredited courses. We are continually looking to build partnerships with like-minded community organisations and our committed and resourceful Service Providers for the benefit of our tenants and the local community.

To meet the challenges of the ever-changing CHP environment, government initiatives and programs, and to position the organisation for the next phase of its evolution, a new organisational structure was implemented during the year.

That structure was largely implemented by our then Interim CEO, Daphne Wayland, who assumed the role as the organisation sought a new long-term CEO to implement and oversee the current transitional phase for Pacific Link. The Board extends its gratitude to Daphne, for her significant contribution during that period.

The organisation has also, in the latter part of the financial year, been fortunate in being able to secure the services of a new Chief Executive Officer in Craig Brennan. The Board considers that Craig's extensive background and experience in Community Housing roles, including his extensive property development acumen, will prove invaluable as the organisation looks to achieve sustainable growth in housing supply and allied financial performance.

That Pacific Link is now able to look to leverage the strength of its current financial and operational capacities is, in large part, due to the commitment and contribution of three outgoing Board Directors in Director and past Chairman David Bacon and Directors David Simmons and Alan Bennell. Their collective contribution to the organisation, and the broader community housing sector, cannot be overstated and we thank them sincerely for their dedication and commitment to Pacific Link.

As part of the Board regeneration process, we also welcome new Director, Peter Alward, to the Board and we look forward to his contribution over the ensuing years.

The year ahead promises continuing challenges given changing Government policies and strategies, and as concerted efforts are pursued to close the gap in providing sustainable and affordable housing for those most in need.

The management and staff at Pacific Link, supported by the vision and strategies endorsed by the Board, have very ably and professionally addressed those challenges over the past year and I sincerely thank all for their efforts and commitment in those achievements.

I am confident that the team at Pacific Link is ready and capable of meeting all challenges likely to confront us in the coming year as we strive to support more of our residents in achieving long term, better quality, life outcomes.

CEO's Report



CRAIG BRENNAN

THE THEME OF THIS YEAR'S ANNUAL REPORT IS 'A HOME IS JUST THE START'. IN THIS REGARD, PROVIDING A SAFE AND AFFORDABLE HOME IS ONLY THE BEGINNING OF PACIFIC LINK HOUSING'S COMMITMENT TO OUR TENANTS.

Through the delivery of self-funded tenant support programs, we aim to help our tenants reach their full potential and take the important next steps toward independence. Through our partnerships with local community organisations, we aim to identify new opportunities to invest in our tenants and other vulnerable members of the community. And through innovations such as our MyHome and Community smartphone app, we aim to make it even easier for our tenants to access our services. These innovations, combined with our staff's dedication to going the extra mile, have been recognised in our 92% satisfaction rating for customer service in our recent tenant survey.

While a home is just the start of our commitment, it is nonetheless the foundation of our operations. Over recent years, Pacific Link Housing has made a successful transition into housing supply, an area of our business which will continue to expand rapidly. Indeed, Pacific Link is embarking on a significant growth phase, with a number of residential developments currently in the construction phase - or - being evaluated for inclusion in our development pipeline. In June, the company acquired two land sites from Land & Housing Corporation that will form part of this pipeline.

This year also saw the official opening ceremony of our 31-unit studio apartment complex, Talia on Chambers at Woy Woy, providing much-needed new social and affordable housing. The ceremony recognised the culmination of several years of effort in bringing our largest-yet development to completion and was well attended by tenants, our staff and our invited guests.

Partnerships are also core to our business and the past year has been no exception. We have continued to engage with our existing partners who deliver exceptional service and support to many of our tenants, some of which are highlighted throughout this report. We have also formed new partnerships with a number of organisations with an aim to provide additional support services and housing options for our tenants.

One example is the partnership with the Tiny Homes Foundation - a not for profit organisation dedicated to providing socially, environmentally and economically sustainable affordable housing solutions and support for people experiencing homelessness. A pilot program between Pacific Link, Tiny Homes and the Central Coast Council has delivered four new homes within close proximity to Gosford's CBD. The project will be assessed to consider the potential for additional Tiny Home projects across the Central Coast.

A further key component to our success, and that of our tenants, is the relationships we maintain with both the NSW Government and Central Coast Council. Our continuing access to a range of State Government initiatives delivered through the Department of Family and Community Services is crucial to our ability to provide safe, appropriate and affordable housing to many of our tenants. For example, the Social Housing Community Improvement Fund has enabled Pacific Link to enhance the amenity of facilities across a number of our communities - such as new lighting, CCTV and sensory gardens at various locations in Long Jetty and North Gosford. At Dunbar Way, we have upgraded the community centre and, in collaboration with Gosford Regional Community Services, established a new community garden.

As mentioned, our relationship with the Central Coast Council will also be important to our ability to provide appropriate housing solutions. The recently released Draft Central Coast Affordable and Alternative Housing Strategy details 28 recommended actions to address the growing need for affordable and alternative housing options on the Central Coast. This strategy has been developed after extensive research and in consultation with key stakeholders, including Pacific Link. We look forward to a continuing relationship with Council.

This is an exciting time, not just for Pacific Link Housing, but the future of our sector. I would like to acknowledge the hard work of our staff, management and Board, as well as our interim Chief Executive Officer Daphne Wayland, for helping Pacific Link enter a new chapter in our organisation's history.

While a home is just the start of our commitment, it is nonetheless the foundation of our operations.



Year in Review

Dwelling Locations

See breakdown












1057

TOTAL DWELLINGS



BREAKDOWN

1	90 MAITLAND	2	49 CESSNOCK	3	67 PORT STEPHENS
4	68 NEWCASTLE	5	85 LAKE MACQUARIE	6	193 WYONG
				7	505 GOSFORD

	COMPLETED MAINTENANCE REQUESTS	4648
	RESIDENTS HOUSED	1856
	HOME VISITS	1515
	HOUSING APPLICATION ENQUIRIES	954
	TENANTS HOMELESS PRIOR TO PLH	296
	NEW TENANCIES	193
	ONGOING SUPPORT	186
	SUPPORT REFERRALS	86
	NEW DWELLINGS UNDER CONSTRUCTION	76



Our Board

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 to Directors' Report on page 24), Director protocol and code of ethical conduct, delegation authorities and active management of conflicts of interest through a Directors' interests register.

1

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.

2

CRAIG BRENNAN, CEO

Craig Brennan was appointed as the new Chief Executive Officer of Pacific Link Housing Limited in June 2018. Craig was formerly CEO of Community Housing Canberra

for 8 years until 2015 – a Tier One registered community housing provider. Prior to CHC, Craig had three years in development roles with Defence Housing Australia and four years with Business ACT, an agency of the ACT Government. In 2015, Craig and his family moved from Canberra to the Gold Coast where he co-founded a digital platform start-up. Craig holds an MBA and has a degree in communications.

3

CLIFF INNES, GAICD

Deputy Chairman

Commenced 21/05/09

Cliff has over 30 years' experience as a Chartered Accountant including 18 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. Cliff is a Past President of the Rotary Club of Gosford and played a key role in the establishment of the Rotary Club of Gosford City.

4

LEONI BALDWIN, MAICD

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.

5

ALAN BENNELL, GAICD

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.



6

STEPHEN BRAHAMS, FAICD

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.

7

KIM MCLOUGHRY, MAICD

Director
Commenced 25/11/09

Kim is the CEO of Regional Youth Support Services and a Director of Parkside Ltd. Kim is the current Central

Coast regional representative at peak body NSW Youth Action and participates in groups including Central Coast Homelessness Interagency. Kim received the NSW Premier's Community Service Award in 2005 and the 2007 Gosford Rotary LJ McCarthy Community Award. In 2017 she won the Woman of the Year 'Entrepreneur Award' with the Professional Women's Association.

8

DEB HOWE, GAICD

Director
Commenced 16/07/09

Deb has worked in Mental Health Services for a significant period of time and, in 2015, 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.

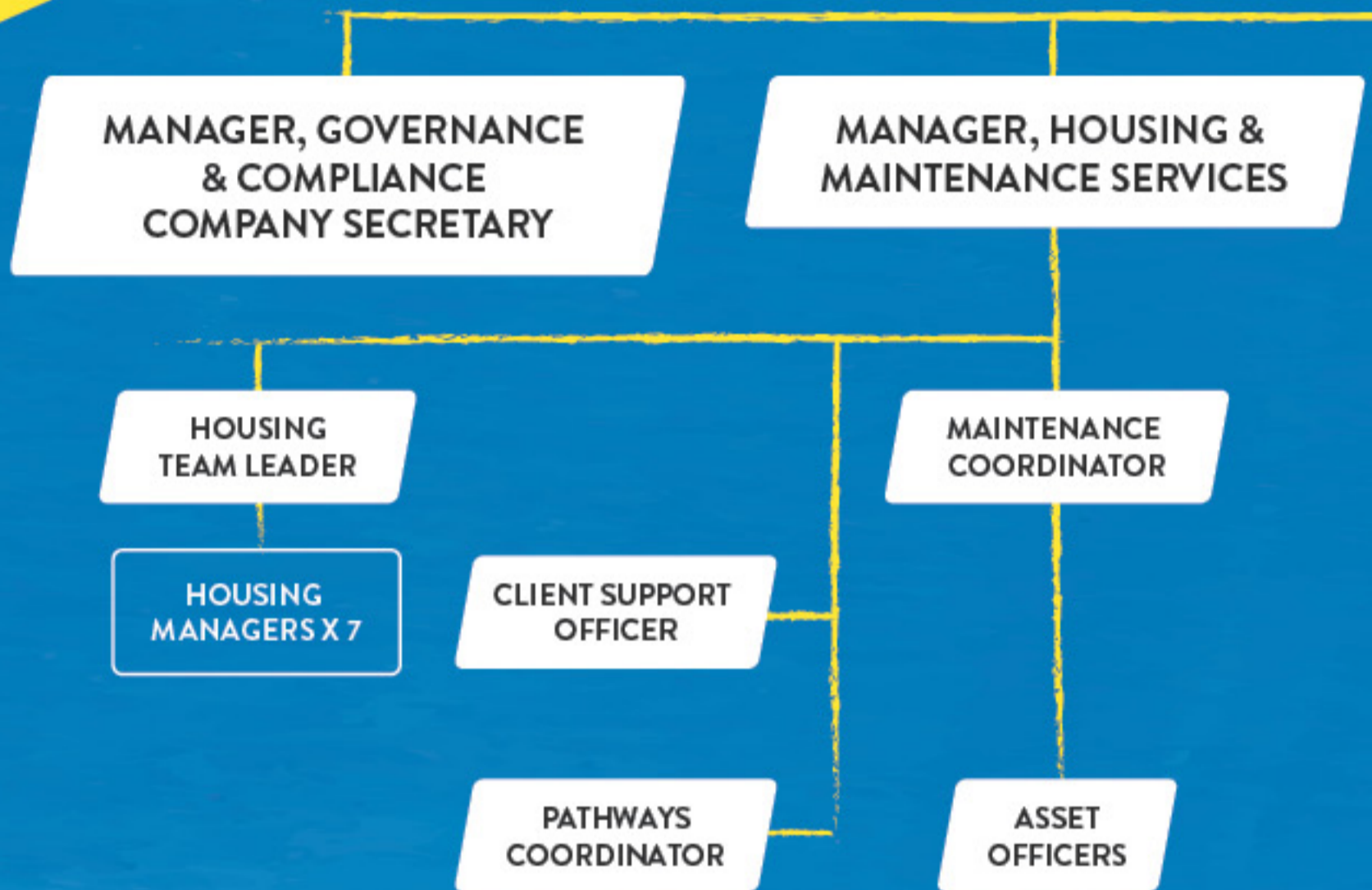
Not pictured

PETER ALWARD

Director
Commenced 19/07/18

Following an extensive search process, Peter Alward was appointed by the Board as a new Director in July 2018. Peter has more than 25 years' experience in the retail, commercial, residential and hospitality property arenas. He was most recently Territory Director of Property & Trustee for the Salvation Army, exposing him to affordable housing, aged care, community services and property portfolio management of a portfolio of over \$2 billion. Peter also spent four years as the Executive Director Property for the Sydney Harbour Foreshore Authority. Peter is a Non Executive Director at the Youth Connections Group on the Central Coast.

Our Team



BOARD OF DIRECTORS

CHIEF EXECUTIVE OFFICER

CHIEF FINANCIAL & CORPORATE SERVICES OFFICER

MANAGER, PROPERTY ASSETS & DEVELOPMENT

FINANCE MANAGER

ADMINISTRATION COORDINATOR

BUSINESS SYSTEMS & REPORTING ANALYST

ACCOUNTS SUPERVISOR & PAYROLL OFFICER

RECEPTIONIST

CLIENT OUTCOMES COORDINATOR

ACCOUNTS PAYABLE OFFICER

PROJECT OFFICER

ACCOUNTS RECEIVABLE OFFICER

ARREARS OFFICER



Our Tenants

North Gosford Community Garden –
A budding community venture



A HOME IS JUST THE START OF PACIFIC LINK HOUSING'S PROMISE TO OUR TENANTS. THROUGH THE ACTIVATION OF SHARED SPACES AND FACILITIES, WE AIM TO FOSTER VIBRANT COMMUNITIES WHERE OUR TENANTS FEEL A SENSE OF PRIDE AND BELONGING.

Pacific Link Housing's Dunbar Way Community Regeneration Program (DWRP) aims to improve the living standards of current and future tenants at Dunbar Way Community. As part of this Program, we have partnered with Gosford Regional Community Services to create a vibrant new community garden for tenants and the wider Gosford community to enjoy.

A number of lovingly crafted garden beds and benches adorn the newly-formed community space, which was made possible through funding from

the NSW Government's Social Housing Community Improvement Fund (SHCIF).

Following its completion in June, many Dunbar Way residents have already stepped out to plant vegetables, sow seeds or tend to the budding garden.

One such tenant is Trish, who has been a resident of Dunbar Way Community for a little over a year.

"Being new, with a community space like this, you can go and meet people and find out more about your neighbours in

a neutral, communal space," said Trish, who was heavily involved in the setting up of the garden beds.

"It takes the awkwardness out of the experience and certainly beats the alternative of knocking on someone's front door," she laughed.

A horticulturalist by profession, Trish is grateful that the community will be able to utilise the gardens and access the fresh produce when they need it.

"The garden is also an opportunity for people to learn more about what's in season and pursue a new hobby," she added.

For tenant Maxene and her daughter August, the new garden has already ignited a sense of community pride.

"I've been here for 12 years and it's great for us residents to be able to bond over something good rather than something negative," said Maxene.

Maxene has plans to decoupage the garden boxes and is eager to enlist the help of other keen residents to carry out the project.



"When we have access to the community room (which is currently being refurbished), I'll be happy to show members of the community how to do it, it's really easy to teach!" added Maxene.

"We can choose different themes to focus on for each garden box and then work on the theme together," she added.

With a demonstration shed also being constructed, tenants will soon be able to learn new skills, share their knowledge with others and try new things.

"So many changes have been made to build the reputation of the Dunbar Way and Pacific Link Housing has stepped up to make it a community. There are now more opportunities to interact with other residents," continued Maxene.

Pacific Link Housing is thrilled to see tenants not only enjoying the space but taking a sense of pride in this new community project.

it's great for us residents to be able to bond over something good



Investing in our tenants

AS PART OF PACIFIC LINK HOUSING'S **COMMITMENT TO INVESTING IN OUR TENANTS**, WE ARE PROUD TO PROVIDE COMPREHENSIVE TENANT SUPPORT PROGRAMS, WHICH AIM TO IMPROVE THE QUALITY OF LIFE OF OUR TENANTS THROUGH A RANGE OF PLATFORMS AND OUTCOMES.

Our tenant support programs give our tenants the tools for self-improvement, skills development and greater independence. Where possible, these programs also aim to support the transition into private housing.

Pacific Link's investment in tenant support programs is regularly reviewed, budgeted, and compared with other business objectives. We utilise feedback from our annual tenant survey to clearly identify tenant needs, determine the

continuation of existing programs and develop new opportunities to fit the needs of tenants.

[Here's a snapshot of how we help.](#)



Education & Training

In partnership with Central Coast Community College, eligible tenants can undertake nationally accredited and non-accredited training programs that meet the needs of the local community. Each course is fee-free for all eligible students under the ACE CSO program.

49

COURSES COMMENCED BY PACIFIC LINK HOUSING TENANTS SINCE INCEPTION



Laptop Loans

Tenants who are in good standing are able to purchase brand new laptops for a reasonable price. To lessen the financial burden, they can make affordable interest-free loan repayments starting at \$20 a fortnight.

20

PURCHASED IN THE 2017/18 FINANCIAL YEAR

207

PURCHASED THROUGH THE SCHEME SINCE INCEPTION



Education Scholarships

The Sheila Astolfi Education Scholarship helps eligible tenants of all ages to fulfil their potential. Eligible tenants can receive financial support or equipment to achieve their education goals, from laptops, software, private tuition and course fees to excursion and study camp costs, textbooks or study guides.

25

SCHOLARSHIPS AWARDED IN THE 2017/18 FINANCIAL YEAR

233

SCHOLARSHIPS AWARDED SINCE INCEPTION



Sports Scholarships

Tenant families can receive funding of up to \$250 per year to help cover the costs of sports registration, classes, lessons and other activities for children aged between 5 and 17 years. 250 families have now been supported through this program, which aims to provide social and wellbeing benefits for the children involved.

30

SCHOLARSHIPS AWARDED IN THE 2017/18 FINANCIAL YEAR

250

SCHOLARSHIPS AWARDED SINCE INCEPTION



Excursions & Events

Throughout the year, Pacific Link provides opportunities for excursions and events that promote social and cultural inclusion, community engagement and celebrate milestones and holidays.



Garden Competitions

Pacific Link holds an annual tenant garden competition to recognise and reward tenants for the pride they take in their homes and support positive outdoor activities. Tenants can enter one of eight categories (general, new, native, veggie, patio, eco, succulent and kids) for their chance to win a \$100 Bunnings gift card.



Learner Driver Lessons

Partnering with the NRMA Safe Drivers School, our three-part program gives tenants aged 16-25 the chance to develop their driving skills through 10 lessons with a professional driving instructor, attendance at an NRMA Safe Driving Program and \$100 funding toward the costs of their driving test and provisional license.

OVER

140

TENANTS' LIVES IMPACTED THIS FINANCIAL YEAR



Tenant Survey Results





OUR ANNUAL TENANT SURVEY ENABLES US TO LEARN MORE ABOUT OUR TENANTS, FIND OUT ABOUT THEIR EXPERIENCES WITH PACIFIC LINK HOUSING AND IDENTIFY SERVICE GAPS AND OPPORTUNITIES FOR IMPROVEMENT.

Here's a snapshot of results from our 2018 Tenant Survey:



92% SATISFIED WITH CUSTOMER SERVICE



88% OVERALL TENANT SATISFACTION



87% SATISFIED WITH CONDITION OF HOME



84% SATISFIED WITH REPAIRS & MAINTENANCE



91% SATISFIED WITH INFORMATION PROVIDED BY PACIFIC LINK



89% SATISFIED WITH RESPECT TO TENANT RIGHTS



87% SATISFIED WITH VALUE FOR MONEY OF RENT

Our Community Partners

Pacific Link Housing enjoys partnerships with a wide range of community organisations and this year, we were proud to solidify relationships with Central Coast Community College, CMobile and Uniting Burnside.

Meaningful collaboration results in the best outcomes for the community. Pacific Link Housing believes that, through the pooling of collective resources, likeminded organisations can work together to develop opportunities for our tenants and other vulnerable members of the community.

We are dedicated to investing in our tenants' futures and giving them the tools to achieve independence. We feel that the best way to accomplish this is by partnering with other organisations which share our passion for community betterment.

Central Coast Community College



Lynn, Pacific Link Housing with Stephen and Erin, Central Coast Community College



An investment in knowledge pays the best interest and at Pacific Link Housing, we are committed to providing our tenants with opportunities for self-improvement and skills development through learning.

Pacific Link Housing has partnered with Central Coast Community College to roll out a series of life skills courses and eight-week nationally accredited courses to meet the needs of the local community.

These courses are provided free of charge to Pacific Link tenants and eligible students under the NSW Government's ACE Community Service Obligation (CSO) program and offer a chance to engage in formal learning in various topics spanning from Basic Computer Skills to Makeup & Personal Styling.

The partnership focuses on educating and empowering our tenants to continue to improve their confidence and build skills. Our goal is to provide the best outcomes for independence and, in some cases, transitioning back to the private housing market.

This is part of Pacific Link Housing's initiative to rethink the current model of social housing in NSW by taking a person-first approach to address the problems facing this sector. Already exceeding what is mandated within the sector, Pacific Link is pioneering the education goals outlined in the Future Directions for Social Housing in NSW policy, which sets out the NSW Government's vision for social housing over the next ten years.

The participants of these new courses welcomed the opportunity to undertake further study. Some had not engaged

in any formal education since Year 10 in high school but enjoyed that these courses allowed them to network and make friends with other tenants, whilst exploring the opportunities on offer.

"The short makeup course that I completed through Pacific Link's partnership with the College helped me to really find who I am again and gave me the confidence to sign up to the Certificate III so I can get back into the workforce," said Pacific Link Housing tenant, Kellie.

With a focus on supporting each individual tenant with options for further study, scholarship programs and assistance with course supplies, Pacific Link is setting the industry standard for best practices within the sector.

CMobile

Pacific Link Housing has joined forces with Central Coast based mobile service provider CMobile in a shared value partnership to address the need for affordable mobile phone solutions for our tenants.

The shared value concept is an innovative business strategy, which aims to provide value to Pacific Link Housing tenants while helping to improve social and economic conditions in our region by supporting local businesses.

The venture was formed after we identified that many of our tenants cannot afford their mobile phone plans, with a number of them regularly running out of credit or falling into debt after being locked into plans with the big telcos.

CMobile is a local business committed to offering Australia's most affordable



Brooke, Pacific Link Housing with Peter, CMobile

mobile plans. As part of the partnership, Pacific Link tenants receive 10% off mobile plans, as well as 50% off their first month and a free CMobile sim card. CMobile's plans are free from lock-in contracts, meaning tenants aren't forced to make recurring payments if their circumstances change and they no longer need to use the service.

This partnership aims to prevent tenants from entering further debt, making more of their income available for rent and

utilities and any rent arrears that they might have. It also allows them to keep in communication with family, friends, employers and Pacific Link Housing (through our smartphone app) for our ongoing management and tenant support.

Pacific Link Housing continues to explore shared value partnerships with other community stakeholders to provide opportunities to better support our tenants and improve outcomes within the social and affordable housing sector.

Uniting Burnside

Pacific Link Housing is proud to be partnering with Uniting Burnside to help address the continuing issue of youth homelessness. Through our dedicated Youth Engagement Program, we understand that young people can face unique issues leading to disadvantage

and homelessness, and require the right support to turn their lives around.

Through its Doorways for Youth Central Coast program, Uniting Burnside offers a range of support services to young people in the community who are

homeless or at risk of becoming homeless, providing them with necessary information and referrals.

As a support partner of Uniting Burnside, Pacific Link Housing works with the organisation to provide transitional properties to young people in need of suitable accommodation. We are committed to connecting these young people with properties that meet their needs, while they work toward their independence and transition into independent housing.

Tricia and Vicki, Uniting Burnside with James, Pacific Link Housing



115 ➔

TOTAL TRANSITIONAL
TENANCIES IN THE
PAST FINANCIAL
YEAR

Our Housing

IN A BID TO TACKLE THE HOUSING SUPPLY GAP HEAD-ON, PACIFIC LINK HOUSING CONTINUES TO CONTRIBUTE TO THE SUPPLY OF AFFORDABLE, SOCIAL, DISABILITY AND PRIVATE HOUSING ACROSS THE CENTRAL COAST AND HUNTER REGIONS.

We are committed to planning and developing housing and housing models that are efficient, purpose built and affordable for those in need. This year, planning and development commenced on a number of projects, which will see the delivery of 75 new units to the community.

In 2017, construction commenced on a studio apartment complex at Roselands, in conjunction with our Joint Venture partner Evolve Housing, who we previously partnered with for the Talia On Chambers community housing project. With completion anticipated for November 2018, the project will see the development of 26 ground floor and first floor units, including 13 social housing units, 12 affordable housing units and one Manager unit.

Each unit within the complex will include a kitchenette and cooking facilities, provision for laundry facilities, bathroom facilities and sleeping and storage areas. To encourage community cohesion, residents will also have access to a communal living area and communal open space areas around the building.

Partnering with Evolve Housing, Pacific Link Housing also lodged a Development Application for a studio apartment complex at Canton Beach. Located at 1A Wallis Avenue, Canton Beach, the development will include 29 tenant apartments, including five adaptable/accessible units and a Manager's unit.

A Development Application was lodged with Central Coast Council in late 2017 and is currently being considered, with a decision expected in October 2018. If approved, the building could be completed by mid-2020.

Pacific Link Housing is in the process of developing a stand-alone housing project in the Lake Macquarie suburb of Glendale. It will be the first project to be delivered under the NSW Land and Housing Corporation's (LAHC) 'Communities Plus' program, which enables registered Community Housing Providers to purchase sites at market value from LAHC to deliver social and affordable housing outcomes.

Over the past 18 months, we have been working with a range of design and construction consultants to turn this vision into a reality. In late 2017, a Development Application was lodged with Lake Macquarie City Council for the 21-unit development. Construction on the modern dwelling is due to commence by October 2018, with the project on track to be completed by mid-2019.

Once complete, Pacific Link Housing will manage six of these units on behalf of LAHC and will own additional units for affordable rental solutions. The balance of the units will be sold to the public to fund the development of the project.

The project is expected to attract significant attention due to its location close to shops, amenities and transport nodes. It will also seek to demonstrate how social and affordable housing can be designed and developed without reliance on government subsidies.

Looking forward, we have purchased several other development sites on the Central Coast that will allow us to expand the supply of affordable and social housing into the future. We continue to investigate other development opportunities throughout the region as part of our commitment to housing supply and innovation.





Directors' Report

FOR THE YEAR ENDED 30 JUNE 2018

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
WAL EDGELL Qualifications Years Service Special Responsibilities	Chairman from 27 June 2018 Banking and Property Executive 4 Years Attends any committee meeting in ex-officio capacity
LEONI BALDWIN Qualifications Years Service Special Responsibilities	Director BA Ed PE; AMA Mediation 6 Years Governance, Tenant Opportunity Programs and Social Enterprises Committee
DAVID BACON Qualifications Years Service Special Responsibilities	Chairman (resigned 27 June 2018) Director 9 Years Attends any committee meeting in ex-officio capacity
ALAN BENNELL Qualifications Years Service Special Responsibilities	Director Chartered Accountant 10 Years Finance, Risk and Audit Committee
CLIFFORD INNES Qualifications Years Service Special Responsibilities	Director, Deputy Chairman Chartered Accountant 9 Years Finance, Risk and Audit and Governance Committee
STEPHEN BRAHAMS Qualifications Years Service Special Responsibilities	Director Director 9 Years Finance, Risk and Audit and Project Committee
DEBORAH HOWE Qualifications Years Service Special Responsibilities	Director RN, BA Social Science, MPH, MHA, GAICD 9 Years Governance and Tenant Opportunity Programs and Social Enterprises Committees

Directors (cont.)

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
KIM MCLOUGHRY Qualifications Years Service Special Responsibilities	Director CEO, MAICD, BA Social Enterprise Grad 9 years Tenant Opportunity Programs and Social Enterprises Committee
DAVID SIMMONS Qualifications Years Service Special Responsibilities	Director (resigned 30 May 2018) Director 8 years Governance and Finance, Risk and Audit Committees

Meetings of Directors

DURING THE FINANCIAL YEAR, 12 MEETINGS OF DIRECTORS WERE HELD. ATTENDANCE BY EACH DIRECTOR WERE AS FOLLOWS:

DIRECTOR	NO. ELIGIBLE TO ATTEND	NO. ATTENDED
David Bacon	12	12
Alan Bennell	12	10
Clifford Innes	12	10
Stephen Brahams	12	10
Deborah Howe	12	11
Kim McLoughry	12	9
David Simmons	12	8
Leoni Baldwin	12	11
Wal Edgell	12	11

Directors' Report

Principal Activities

The principal activity of Pacific Link Housing Limited during the financial year was the provision of low-cost subsidised housing to clients on low incomes.

No significant changes in the nature of the Company's activities occurred during the financial year.

Short-Term and Long-Term Objectives

The 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 and governance;
- Maintain housing stock to a good standard; and
- 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 these 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 and affordable 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.

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 2018 the collective liability of members was \$100 (2017: \$110).

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 2018 has been received and is below.

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



WAL EDGELL
Chairman



CLIFFORD INNES
Director

Dated: 20 September 2018

Auditor's Independence Declaration

Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2018, there have been:

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

PFK CHARTERED ACCOUNTANTS



CLAYTON HICKEY
Partner

Dated: 21 September 2018

Financial Report

Statement of Profit or Loss and Other Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2018

	2018	2017
REVENUE FOR CONTINUING OPERATIONS		
Revenue from government and other grants	3,491,344	3,394,791
Other Income	10,374,491	12,585,207
	13,865,835	15,979,998
Employee benefits expense	(2,161,053)	(2,226,438)
Depreciation and amortisation expense	(144,832)	(144,871)
Training expenses	(36,595)	(38,631)
Audit, legal and consultancy expenses	(320,394)	(381,526)
Insurance expense	(231,214)	(212,380)
Property repairs and maintenance	(1,439,369)	(1,425,181)
Council and water rates	(1,094,952)	(972,395)
Rental expenses	(5,953,039)	(5,851,263)
Repairs, maintenance and vehicle running expense	(38,295)	(44,819)
Other operating expenses	(893,217)	(804,550)
Bad and doubtful expense	(178,283)	(158,739)
Finance costs	(31,202)	(9,636)
PROFIT BEFORE INCOME TAX	1,343,390	3,709,569
Income tax expense	-	-
PROFIT AFTER INCOME TAX	1,343,390	3,709,569
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	1,343,390	3,709,569

Statement of Financial Position

AS AT 30 JUNE 2018

	2018	2017
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,797,426	3,497,166
Trade and other receivables	626,059	1,461,464
Other financial assets	8,669,134	7,323,390
Other assets	88,763	77,091
TOTAL CURRENT ASSETS	11,181,382	12,359,111
NON-CURRENT ASSETS		
Property, plant and equipment	295,737	319,535
Investment property	10,738,205	8,294,050
TOTAL NON-CURRENT ASSETS	11,033,942	8,613,585
TOTAL ASSETS	22,215,324	20,972,696
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	1,695,936	1,853,065
Financial liabilities	686,049	665,771
Employee liabilities	137,484	108,309
Other liabilities	2,221,985	2,221,985
TOTAL CURRENT LIABILITIES	4,741,454	4,849,130
NON-CURRENT LIABILITIES		
Trade and other payables	60,000	60,000
Employee benefits	67,159	60,245
TOTAL NON-CURRENT LIABILITIES	127,159	120,245
TOTAL LIABILITIES	4,868,613	4,969,375
NET ASSETS	17,346,711	16,003,321
MEMBER'S FUNDS		
Retained earnings	17,346,711	16,003,321
TOTAL MEMBERS FUNDS	17,346,711	16,003,321

Financial Report

Statement of Changes in Members Funds

FOR THE YEAR ENDED 30 JUNE 2018

	RETAINED EARNINGS	TOTAL
BALANCE AT 1 JULY 2017		
Profit for the year	16,003,321	16,003,321
Total comprehensive income for the year	1,343,390	1,343,390
BALANCE AT 30 JUNE 2018	17,346,711	17,346,711
BALANCE AT 1 JULY 2016		
Profit for the year	12,293,752	12,293,752
Total comprehensive income for the year	3,709,569	3,709,569
BALANCE AT 30 JUNE 2017	16,003,321	16,003,321

Statement of Cash Flow

FOR THE YEAR ENDED 30 JUNE 2018

	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from tenants and other persons	9,937,086	8,611,946
Payments to suppliers and employees	(12,711,809)	(11,180,793)
Interest received	213,178	237,822
Receipts from government sources	3,840,478	3,734,270
Interest and other charges	(31,202)	(9,636)
Net cash provided by operating activities	1,247,731	1,393,609
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant & equipment	(164,580)	(200,708)
Proceeds from sale of assets	36,735	803,000
Payments for investment properties	(1,494,160)	(2,999,461)
Net cash provided by / (used in) investing activities	(1,622,005)	(2,397,169)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from borrowings	20,278	665,771
Net cash provided by financing activities	20,278	665,771
Net increase/(decrease) in cash and cash equivalents held	(353,996)	(337,789)
Cash and cash equivalents at beginning of year	10,820,556	11,158,345
CASH & EQUIVALENTS AT END OF FINANCIAL YEAR	10,466,560	10,820,556

Director's Declaration

For the year ended 30 June 2018

The director's of the company declare that:

1. The financial statements and notes, as set out on pages 28 to 31, are in accordance with the Corporations Act 2001 and:
 - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position as at 30 June 2017 and of the performance for the year ended on that date of the Company.
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.

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



WAL EDGELL
Chairman



CLIFFORD INNES
Director

Dated: 20 September 2018





**PACIFIC LINK
HOUSING**

Home & Community

Get in touch

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