



Pacific Link
HOUSING

Annual Report
2022



Acknowledgement of Country

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

Pacific Link Housing is proud to have our office based on Darkinjung Country. We acknowledge the wisdom and culture of its ancestors who walked the lands for many generations.

Brenden Moore and the Community Greening Team at the Sydney Royal Botanic Gardens developed the Acknowledgement of Country below. Pacific Link is honoured to share the Team's powerful words and work with them to run garden workshops for our tenants.

Community Greening Acknowledgement of Country

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

[Watch Online](#)



Brenden Moore - Biripi Man on Darkinjung Country



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Chairman Report

by Wal Edgell

In presenting the 2021/2022 Pacific Link Housing Annual Report outcomes, I am extremely pleased to report continuing growth and profitability trends that have supported substantial progress in achieving Pacific Link Housing's strategic and business growth objectives now and into the future. This significant progress was achieved despite the continuing impacts of the COVID-19 pandemic, significant increases in rent costs, considerably reduced rental vacancy rates, unprecedented rising construction material costs and a challenging employee recruitment market.

The Pacific Link Housing mission is to deliver high-quality, sustainable and environmentally friendly affordable housing for those in greatest need in the communities of the Central Coast, Lake Macquarie and the Hunter, together with ongoing quality tenancy and asset management and the provision of capacity-building programs and initiatives that provide opportunities to our tenants.

Continuing and increased profitability allows Pacific Link Housing to fund these objectives, and notwithstanding the previously mentioned challenges, I am extremely pleased to report that this year's surplus increased to \$3.8 million (2021 \$3.3 million), income rose to \$20.7 million (2021 \$18.4 million) and net assets increased from \$24.4 million to \$29.0 million.

In the current environment of rapidly rising interest rates aimed at addressing inflationary pressures, the strategy of securing long-term fixed-rate finance for the Company from the National Housing Finance and Investment Corporation (NHFIC), a Commonwealth government-guaranteed agency, has protected the Company from increased borrowing costs. At June 2022, the Company's NHFIC borrowing facility totalled \$11 million and this debt is secured on Pacific Link



Housing's owned portfolio of properties that is now valued at \$34 million (2021 \$28.7 million).

The Company's strong social and affordable housing development program continued throughout the year and December 2021 saw the completion of our new 12-unit apartment complex at Woy Woy, named Adira. This housing was designed for, and targeted to, housing older single women - the fastest-growing cohort of people at risk of homelessness in NSW. Construction on the Company's site at Belmont, Lake Macquarie, will deliver 13 units and is scheduled to be completed in February 2023, materially on time and budget despite the impacts of COVID-19 shutdowns and supply chain impacts.

Both these developments are partially funded from successful applications to the NSW Department of Communities and Justice for grants from the Community Housing Innovation Fund (CHIF), which will allow for a component of the development to be allocated to much needed social housing. The Company was also similarly successful in CHIF grant funding applications for repurposing of existing Company owned property at East

Gosford, an acquisition of dual occupancy dwellings within a subdivision in Warnervale, and a funding contribution to our DA approved development at Canton Beach. In total, the CHIF funding to date, of \$8.2 million will support 28 new units of social housing supply being added in our region.

Along with another site at Woy Woy, our ongoing pipeline of housing developments comprises 100 units across five sites owned by the Company which are in various stages of development. The Company continues to actively assess other potential sites owned by government (local and State) and private developers, to unlock future development opportunities through collaborative discussions and proposals.

Pursuing our strong commitment to advocacy, we continue to showcase our affordable housing development capabilities to government ministers (State and Commonwealth), local government executives, local MPs, partners and other key stakeholders who are continually complimentary as to the high standard of design and finishes achieved. As a measure of our success in this area, the Company was pleased

this year to receive a prestigious national award - the Property Council of Australia's Innovation & Excellence Award for the best Affordable Housing Development - for 'Pacific Gateway', a 21-unit complex completed in Glendale in late 2019. While we are immensely proud to receive this award, and several others also received during the year, for the high quality of the housing product that we develop, we receive the most satisfaction from the delivery of quality according to our belief that this confers dignity for our tenants and assists them in their pursuit of better lifestyles and outcomes.

Striving to continue to improve tenant satisfaction with their housing and our services is at the core of Pacific Link Housing's purpose, as it is the safety and security of a house that enables tenants to achieve stability and happiness in their lives. The Board, Executive team and staff have a strong commitment to analyse and understand any reasons that may impact the satisfaction rating so that steps can be taken to improve housing outcomes. A review of feedback from tenants demonstrates a high degree of concern around matters of thermal comfort, heating, cooling and insulation, reflecting the ageing housing stock and its ability to meet the challenges of climate change. Around 50% of the government-owned stock managed by Pacific Link Housing is over 30 years old. Information is provided in this report on Pacific Link Housing's self-funded solar energy pilot which was initiated during the year, the outcomes from which will inform strategies to proactively seek funding to address these concerns going forward.

With the restrictions of the COVID-19 pandemic easing, Pacific Link Housing's tenant and community engagement activities have resumed in earnest with regular garden workshops and morning teas across our region, allowing opportunities for tenants to meet each

other and importantly, our team, so that we can be made aware of any issues impacting on their housing. In addition, directors also attend these events to garner feedback directly that informs ongoing strategy and operations.

“ I am extremely pleased to report continuing growth and profitability trends that have supported substantial progress in achieving Pacific Link Housing's strategic and business growth objectives now and into the future.

Throughout the year, the Board continued to monitor the Company's Scorecard that measures progress on our 2018-2028 Strategic Plan initiatives. Areas of strategic focus for the Board and management during 2022 has been on the continuing growth of Key2 Realty, the Company's social enterprise real estate agency, and continuing to monitor business improvement projects that align with growth readiness, should government continue to outsource management of social housing to the sector.

From an overall compliance perspective, it is again pleasing to report that the Company continued its record of receiving no recommendations for improvement from the National Regulatory System of Community Housing Registrar.

The results achieved this year reflect an outstanding collaborative effort by the board, our Executive team and our hardworking staff to progress the vision and purpose of Pacific Link Housing. Instrumental in that success has been the advocacy and reputational role undertaken by our CEO, Ian Lynch, in

furthering our mission of providing more affordable housing for those in our community in greatest need. Ian's efforts have been justly recognised and acclaimed by his success in winning the Executive Excellence Award with the Australasian Housing Institute - NSW jurisdiction.

On a sad note, I recognise that former, long-serving Pacific Link Housing director Alan Bennell passed away overseas during September 2022. Alan served on the Board for ten years from 2008 to November 2018. Alan's counsel on finance and accounting matters was always insightful and his contribution and friendship will be sorely missed by his colleagues.

Finally, and in recognition of another difficult but extremely rewarding year, I extend my deepest thanks and gratitude to my colleagues on the Board who have assumed additional responsibilities and workload to bolster and support Pacific Link Housing's growth aspirations. I also thank sincerely, our government stakeholders, service support partners, valued contractors and consultants who work with our team to pursue Pacific Link Housing's purpose in delivering excellent community housing supply outcomes and services in NSW for those residents in greatest need in our communities.



Wal Edgell
Chairman

Our Mission and Strategic Objectives

Pacific Link Housing Limited, and its predecessor entities, has been a pioneer in the community housing sector for over 35 years, operating across the Central Coast, Lake Macquarie and Hunter regions of NSW. Pacific Link Housing was established in 1996 as a not-for-profit community housing company to assist lower income tenants and is a Tier One registered provider under the National Regulatory System for Community Housing. The Company operates within a culture of social justice, fairness and transparency and remains accountable to all stakeholders.

Mission

Pacific Link Housing's mission is to provide affordable and secure housing solutions for those in the community who are in the greatest need. We assist tenants reach towards their goals in life and support their aspirations to study, gain employment, learn new skills or actively participate in their local community. Ultimately, we provide opportunities to

help tenants sustain their tenancy and thrive, creating stronger communities that benefit everyone.

The State of Housing Affordability

Whilst our mission reflects our focus on those in the community in greatest need, Pacific Link Housing's activities are underpinned by a set of values that ensure we benefit the whole of community. A well-functioning local labour market requires labour mobility, where workers can move from one region to another to fill gaps. A lack of affordable rental housing options limits the ability of workers to easily move between regions and undermines the efficiency of the labour market. The inability to find a rental and eye-watering rent increases for the few places available is deterring people from taking up available, and particularly lower paid, jobs in key areas across the Central Coast, Lake Macquarie and the Hunter.

Pacific Link Housing will continue to

provide evidence-based research, in relation to the economic costs of a lack of affordable housing and the benefits of jobs and economic activity, together with the climate emissions reductions that can be achieved from renewal of ageing, inefficient housing stock – particularly through delivery of new, medium density infill housing. Our intention is to garner support from our local communities to showcase these compelling arguments to all levels of Government.

Next Ten Years

In Pacific Link Housing's Statement of Corporate Intent 2018-2028, the Company's philosophy is to continue to identify development opportunities, independent of government, as the driver of growth through a plan for a steady pipeline of new affordable housing supply of integrated projects.

Pacific Link Housing is continuously developing unique and innovative models of service delivery and identifying



Beane Street, Gosford - 41 newly built apartments, owned by NSW Land and Housing Corporation and managed by Pacific Link Housing

strategies to mitigate risk. Continued growth of the wholly owned Key2 Realty business that provides property management services to everyday landlords, a rent-for-purpose market offering in the Central Coast and Hunter regions and a diversification of income sources. Refinement of asset management strategies will continue through the commitment to improve the quality of the Company's housing stock and hence its customer services to tenants. Pacific Link Housing will continue to enhance its strategies for the participation by tenants in capacity-building programs to improve their lives and, where possible, transition out of social housing.

Constitutional and governance arrangements will continue to evolve to support Pacific Link Housing as an independent entity, with an independent Board, focused on expanding the supply of affordable housing and bringing diversity to the housing market to meet changing housing needs in the Central Coast, Lake Macquarie and Hunter regions.

Challenges

It must be recognised that achievement of affordable housing supply targets is a substantial and difficult challenge which has always been, and continues to be, dependent upon a complex range of factors including:

- securing diversity and affordability in land supply;
- an orderly progression of developments;
- capacity restraints and access to well-priced finance;
- the successful management of risk;
- stability in economic conditions and market interest rates; and
- the continuation of housing demand.

In addition to these challenges and complexities, achieving Pacific Link Housing's Strategic Objectives will require the continuation of the development of partnerships with Commonwealth, State and local governments.

Strategic Objectives

Pacific Link Housing's work is guided by our five Strategic Objectives which remain at the core of our everyday operations, as set out in the Statement of Corporate Intent 2018-2028. Over the past four years, we have made significant progress against these goals through the development of new housing projects, establishment of Key2 Realty, improvements to organisational readiness for growth, as well as forging collaborative partnerships that will increase opportunities for tenants to access, sustain and thrive in housing that is affordable and secure.



1. Increase Supply of Affordable Housing

Development of a diverse range of housing projects, including affordable housing and accessible housing options, to meet demographic and locational need.



2. Create and Maintain Quality Housing

Continue to review and ensure adequate planning and resourcing for maintenance upgrades. Undertake periodic reviews of housing quality, condition and value. Develop and implement programs to deliver cost-effective thermal comfort and environmentally friendly energy efficiency.



3. Maintain Financial Performance and Corporate Governance

Ensure the financial independence and sustainability of Pacific Link Housing through asset management. Continued compliance with legislation and governance requirements to maintain Tier One registration with the National Regulatory System for Community Housing.



4. Build Capacity through Growth, Diversification and Collaboration

Maintain operational readiness for potential future growth opportunities including collaborative relationships with local government authorities, partners and stakeholders. Foster an engaged and committed culture and workforce focused on employee wellbeing and training programs.



5. Improve Tenant Experience and Opportunities

Deliver professional, responsive and compassionate service that meets customer expectations, our service standards and performance benchmarks. Continue to review and enhance opportunity programs, based on tenant consultation and feedback.

CEO Report

by Ian Lynch

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

The lack of affordable and social housing has now reached the point where, not only are welfare and support agencies calling for more housing, but increasingly businesses, universities, health services and other prominent local employers are reporting being constrained in their ability to recruit workers who can find suitable accommodation. The acute shortage of affordable rental housing, combined with rising rates of housing stress for households, is causing consequential negative impacts on economic opportunity in the region and hindering broader community cohesion. In October 2021 Pacific Link Housing held a virtual session to share best-practice learnings from Monica Barone, CEO of City of Sydney Council, and others which was presented to the seven local councils across our footprint. Proactive initiatives and shared knowledge across government and non-government organisations will help to facilitate the affordable housing outcomes needed in our communities. Pacific Link Housing will also co-host the Central Coast Housing Forum in September 2022, which will bring together around 90 local leaders, property developers and business owners to consider alternative rental housing models and develop a united position that can support advocacy leading up to the NSW election in March 2023.

A key element of Pacific Link Housing's strategy to overcome the clear lack of affordable housing is to ensure high-quality submissions are made for allocated government funding. Over the past two years, the Company has won



over \$15 million in grant contributions towards the delivery of new housing supply, upgrades of existing housing and funding to access additional housing and tenant support programs. While this level of success reflects well on the collective efforts of our team, there is more to do. Announcements from the Commonwealth Government on initiatives including the Housing Australia Future Fund and also the NSW Government, in response to the Regional Housing Taskforce recommendations, have been made. I look forward to working with the team to ensure our region receives an appropriate share of funding.

Governments alone cannot solve the housing shortages we are seeing across our footprint. Hence significant time is invested by the Company forging strategic partnerships with a wide range of stakeholders including local councils, developers, peak bodies, employers, businesses, corporate donors and community organisations. Pacific Link Housing has been positioned as the go-to expert with local and state media, providing updates on our new developments, programs and initiatives, and telling the stories of the vulnerable people that we assist who are caught

up in the housing crisis. Through these channels to the wider community, we aim to build acceptance of the need for the new infill housing at the necessary density in the right locations, that is required to address the problem.

An example of a collaborative project this year was identifying an opportunity at a property at East Gosford which incorporated an aged care complex with over 40 units of housing for seniors. On hearing that the property was for sale, Pacific Link Housing introduced the site to an ethically-minded local development partner. With the site and ongoing tenancies secured, we set about sourcing a service partner for the unutilised aged care component which has now become the first known 'meanwhile use' housing project on the Central Coast. Named Allawah House, the previously vacant site now comprises 14 liveable units, with communal lounges and shared kitchen facilities for vulnerable older women while future plans by the owners are considered over the coming years.

With help from other local organisations such as the Action on Housing for Older Women, Pacific Link Housing coordinated the partners and lobbied for

funding, winning \$0.3 million from NSW Government to upgrade the units and resource the program. We were pleased to have the Minister for Families and Communities, Natasha Maclaren-Jones, and the Minister for Women's Safety and the Prevention of Domestic and Sexual Violence, Natalie Ward, visit Allawah House to showcase the innovative project.

In December 2021, we were visited by the then Prime Minister Scott Morrison, who attended our newly completed 12-unit Adira development at Woy Woy to view the new homes and announce an increase to the National Housing Finance and Investment Corporation's (NHFIC) lending cap by \$500 million. As the Central Coast's only locally based Tier One community housing provider, the Company has unique access to NHFIC finance that underpins our ongoing development pipeline. I extend my congratulations to our talented development team, overseen by the Board's Growth Committee, who continue to deliver exceptional quality housing, as recognised in multiple awards from the building industry.

A productive collaboration has seen Pacific Link Housing being awarded funding from Central Coast Local Health District's Mental Health Service to provide transitional accommodation and support for mental health consumers to support their successful reintegration to the community. Support of our profit-for-purpose philosophy, embodied in our social enterprise real estate agency Key2 Realty, was welcomed with the University of Newcastle naming the agency as their preferred real estate agent to actively source long-term residential rental property options for their students on the Central Coast.

This year Pacific Link Housing was awarded the management for a newly built 41-unit multistorey apartment block in Beane Street, Gosford owned

by NSW Land and Housing Corporation. A fantastic, coordinated team effort saw the tenants excitedly move into their new homes within two weeks of handover of the building. The \$15 million project saw much-needed social housing investment on the Central Coast.

“ The lack of affordable and social housing has now reached the point where, not only are welfare and support agencies calling for more housing, but increasingly businesses, universities, health services and other prominent local employers are reporting being constrained in their ability to recruit workers who can find suitable accommodation. ”

With our team now comprising 42 employees, another area of focus has been strengthening induction, recruitment and people management capabilities. Through the recent period of growth, a series of internal promotions have been fostered, resulting in a mentoring mindset shift throughout the Company. This is reflected in the Community Housing Industry Association (CHIA) NSW's Cadetship Program, which has seen two eligible candidates employed by Pacific Link Housing whilst undertaking their Certificate IV in Social Housing. With this emphasis on staff wellbeing and development, alongside frequent, transparent communications, pleasing results are repeatedly reflected in annual employee experience surveys. Most recently, 94% of staff believe that

Pacific Link Housing is a great place to work, and 97% believe Pacific Link Housing is heading in a positive direction.

As the COVID-19 restrictions ease, it has been great to see so many residents at our engagement activities as we return to more normalised settings. Our new Community Partnerships and Support team have continued to be active in connections with our corporate donors, including Bunnings and Westfield and community partners such as OzHarvest, Action on Housing for Older Women and Zonta Club. We were pleased to assist 27 tenants through the Sheila Astolfi Education Support Program to help pay for the cost of their studies. Pacific Link Housing also supported tenants with driving lessons, interest-free laptop loans and provided assistance to participate in registered sports and exercise activities.

My thanks go to the Company's directors, my dedicated Executive team colleagues and employees, our valued partners, donors, landlords, contractors, local councils, NSW Land and Housing Corporation and the NSW Department of Communities and Justice for their ongoing support in delivering Pacific Link Housing's mission.

Our inspiring mission continues to be improving the supply of affordable housing to the Central Coast, Lake Macquarie and Hunter communities and providing the best possible outcomes and support programs for our residents. I look forward to expanding our innovative approach, forming new partnerships and making a difference in the community, for the community.



Ian Lynch
CEO

Properties

1,165 Pacific Link Housing Properties

218 Key2 Realty Properties

1,383 Total Properties

Pacific Link Housing Activity

1,946  Residents Housed

994  Home Visits

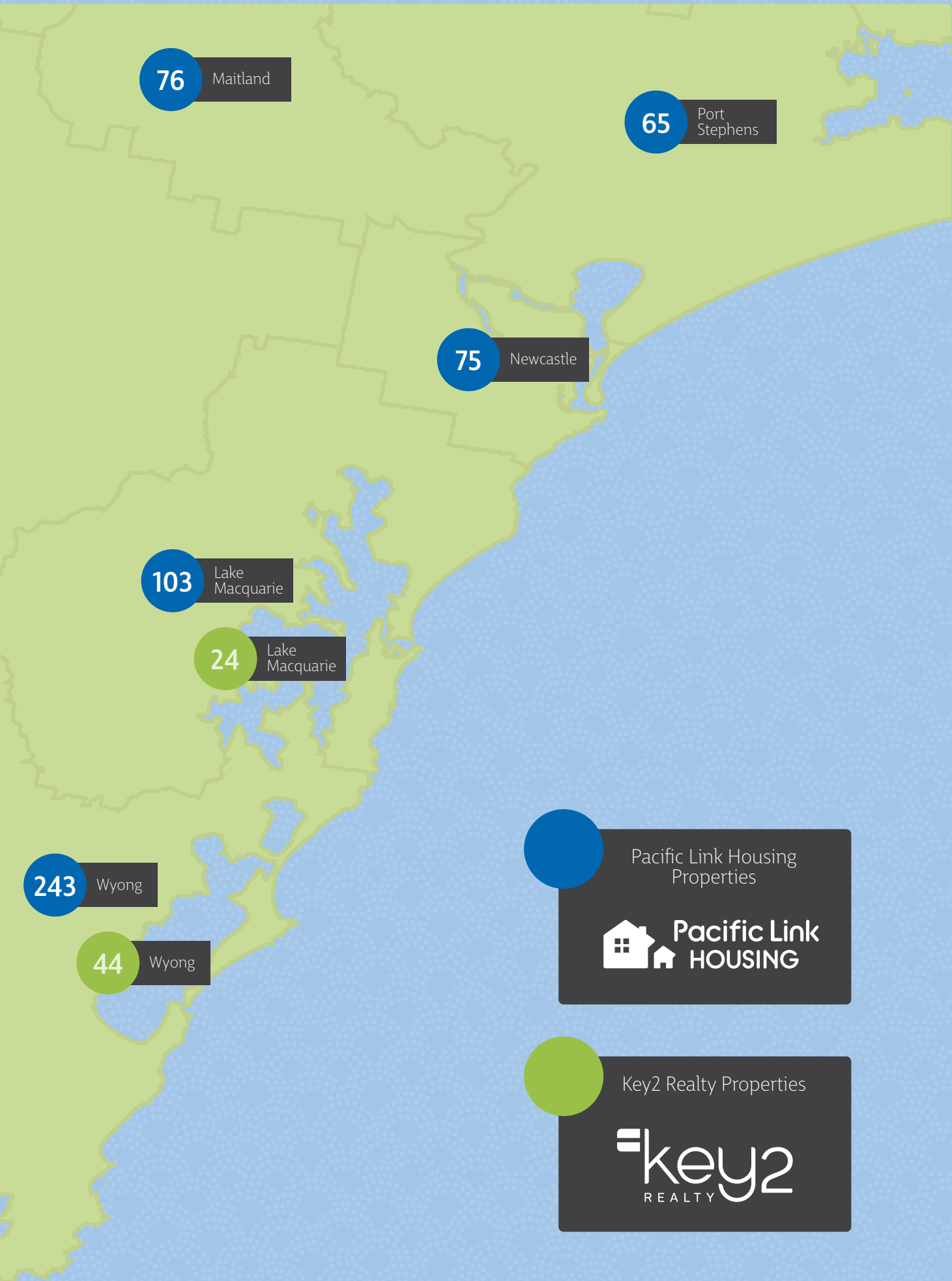
4,535  Completed Maintenance Requests

100  Properties in Development

58 Cessnock

545 Gosford

150 Gosford



Pacific Link Housing Properties

Key2 Realty Properties

Our Team

As a community housing provider, we provide affordable homes and support to those in the community who are in the greatest need. We know that stable housing, combined with opportunities for success, can change lives and strengthen local communities. Our team connect with this purpose and value that their work benefits not only our Pacific Link Housing tenants, but also the broader community.

Our team continues to expand aligned to business demands, with six new positions created throughout the year. As we experience continued growth across the organisation, the importance of attracting, sourcing and hiring the right team members remains business-critical. We've updated our recruitment policies and procedures to ensure best-practice, merit-based recruitment. Pacific Link Housing has also refreshed our recruitment advertising assets, including producing a video to showcase our team's passion, diversity and breadth of skills.

Pacific Link Housing focuses heavily on career development, with employees regularly encouraged to seek opportunities to learn and grow. This

forms part of our biannual Performance Management Process, from which individual development plans are created. In the past year, we provided company-wide training on Respect in the Workplace and Mental Health and Wellbeing. We also offer tailored training opportunities to individual employees in management, client support or other specialist roles, such as Social Housing Industry Induction, First Aid Training and Managing Service Complaints in Community Housing.

Throughout the year, we celebrated three employees achieving a ten year milestone, which is a testament to the great workplace culture at Pacific Link Housing. We also bid a fond farewell to Lynn Freeland after 19 amazing years with the Company. Lynn's genuine care and commitment were an inspiration to tenants, her fellow team members and the wider community. In recognition of Lynn's career, we named our garden at North Gosford the 'Lynn Freeland Community Garden', a lasting legacy of her outstanding contribution to Pacific Link Housing.



Workplace video link:
youtu.be/O9ZooS2vc5c

“ We have a fantastic workplace culture and some top talent amongst our staff. It is great to see it reflected in our award wins and profiling within the sector.

“ In the time I have been at Pacific Link Housing, I have felt like I am part of a team that makes a difference in people's lives.

“ The staff are friendly and I enjoy meeting people from all walks of life in the community.

“ I'm proud of the good work we do in the community - it is nice to go home and feel like I have made a difference.

“ It's rewarding to work with a group of highly talented and committed professionals to achieve great outcomes for our community.

“ I like the inclusiveness of my team and the Company overall.



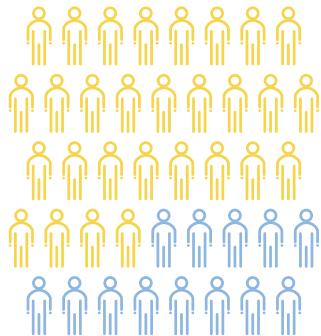


Ahi 'Covid Care' Award

Pacific Link Housing was pleased to win the NSW 'Response to COVID-19' Award with the Australasian Housing Institute for our compassionate support of tenants during the pandemic. A key part of our response was making wellbeing calls to vulnerable tenants and distributing care packs to provide practical assistance and lift the morale of tenants. These packs included 'boredom-buster' items donated by Bunnings, Westfield and Lovatts, handmade quilts, OzHarvest food hampers and letters of support from local schools as part of our 'brighter days' initiative.

Our COVID response was accelerated when one of our properties went into a two week lockdown after a positive case was confirmed. Staff ensured the wellbeing of 28 tenants who were required to isolate by organising meals, groceries, daily phone calls and other essentials. We distributed a newsletter each day with a special 'lockdown lift' such as a chocolate, plant or craft activity donated by Bunnings. Tenants expressed immense appreciation of Pacific Link Housing's response and we received a 'Thank You PLH' mirror as a gift from a resident of the complex.

42
Members
of Staff



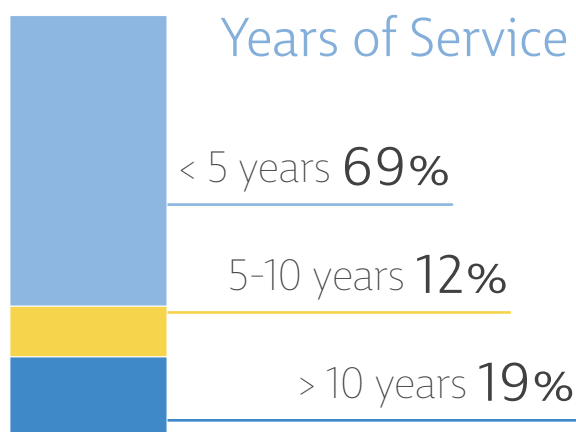
- 69% Female
- 31% Male



Amanda - CHIA NSW Cadet

For the second year in a row, Pacific Link Housing has participated in the Community Housing Industry Association (CHIA) NSW's Cadetship Program, designed to provide training and connections to jobs in the community housing sector.

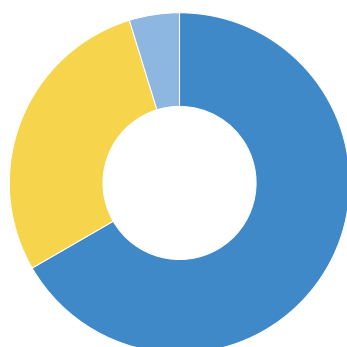
In March 2022, we welcomed Amanda as our new Cadet. "I'm very grateful for the opportunity given to me by CHIA NSW and Pacific Link Housing to not only receive on-the-job training but to study and gain formal qualifications. It's an incredible working environment with passionate and dedicated staff. Being surrounded by such like-minded people is so uplifting and it inspires me to be a better person and work hard to succeed in my new career."



4.4
Average
Years of
Service

Employment Type

- 67% Full time
- 28% Part time
- 5% Casual

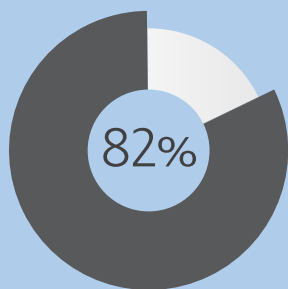


Tenant Survey

Pacific Link Housing maintains an ethos of continuous improvement and tenant feedback is vital for us to provide the best possible housing experience for our residents. The results help us to gain an understanding of what we do well and what areas we can improve on in the future.

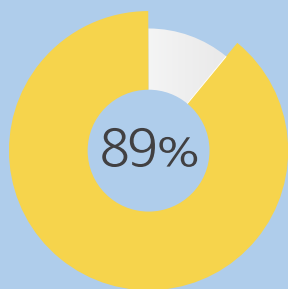
Pacific Link Housing's Annual Tenant Survey responses are compared with other NSW registered community housing providers across a range of benchmarks such as housing services, maintenance, communications, wellbeing and tenant engagement. This year, 40% of our tenants completed the survey with the following key results:

Overall Satisfaction



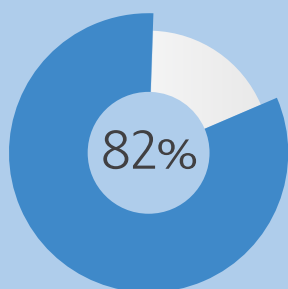
82% of tenants surveyed said they were satisfied with the services provided by Pacific Link Housing

Lives Improved



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

Property Condition



82% of tenants surveyed said they were satisfied with their property condition



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

“ Pacific Link Housing came into my life at a time that was rock bottom for me. They found me a home in the area I grew up in and, for medical reasons, near my doctors. Basically, they saved my life.

“ I feel secure and stable with Pacific Link. I feel like I finally have a place to call home and with that comes the ability to care for my son and maintain better relationships with my family.

“ If I had not accepted this housing after being in a refuge with my children, I would not have had the resources available to begin my Bachelor in Psychological Science. This opportunity has given me my independence back.

“ Pacific Link Housing has helped my kids with sports and education through their tenant programs. I am grateful for all that Pacific Link has done for my family and I.

“ My family are much better situated after being homeless for 12 months after not being able to gain private sector rentals. We appreciate the time, help and compassion shown to us.

HOW WE HELP OUR TENANTS

Pacific Link Housing provides a suite of self-funded tenant programs which align with our Client Outcomes and Community Engagement Strategy. Our aim is to support tenants in addressing disadvantage, provide opportunities for growth and further develop their aspirations for the future. The Strategy is based around four key themes of education, employment, opportunity and community engagement.



Pacific Link
HOUSING



Tenant Stories



Max and Rodney's Story

Max and Rodney are tenants of the former church-owned accommodation, which was purchased by a developer, leaving tenants feeling unsure about their futures. Pacific Link Housing worked with the new owner and ensured that tenants could stay in their homes. In Max's words, "Pacific Link Housing came along and saved the day!"

"We experienced a great flood in our apartment during the extreme weather in early 2022. This was our first dealings with Pacific Link and they were our angels. We experienced so much compassion, consideration and kindness from them. They were exceptional!" Max said.

"It was in the middle of the night that our apartments were flooding. Pacific Link responded immediately and staff were even here helping to scrub the walls. I can't speak highly enough of how well my brother and I were taken care of", Rodney said.

We were able to organise temporary accommodation for Rodney and Max until their homes were repaired. They are both thankful to be back in their freshly renovated homes and appreciate the support throughout what was quite an unsettling time.

Lyn's Story

Lyn and her mum Joan lived in a villa owned by a family member who needed to sell the property. Sadly, this left them in a very uncertain position. With rent prices higher than ever and a dire shortage of affordable accommodation, it was unlikely that they would be able to afford a market-rate rental. Facing this harsh reality, Lyn started the process of applying for social housing and encountered some complications along the way.

"When the staff at Pacific Link Housing were made aware of our difficult situation, they went to all lengths to help us and provided us with a beautiful apartment that we can call home. We are so grateful for the care and kindness extended to us. We can't thank you enough for helping us through such a terrible time. We would have been homeless without Pacific Link Housing. We can rest easy now, knowing that we are here forever."

Lyn now has the time to focus on the things close to her heart, including taking care of her 92 year old mum and volunteering in her church's mission department, supporting people across the world. Lyn told us her aspiration in life is to be good, be kind and generous, and treat people how she would want to be treated.

Renee's Story

Renee received assistance through our Education Support Program and successfully completed her Bachelor of Nursing.

"The support from Pacific Link Housing provided me with a stethoscope, which I can use when delivering patient care and nursing shoes, which are super helpful when you're on your feet all day! I am currently a full-time nurse and love my job! I'm thankful for all Pacific Link Housing has done for my family, including providing a stable home to live in, which has helped me achieve all that I have."

Over the next five years, Renee hopes to gain more nursing experience and undertake a post-graduate degree. She also plans to explore the possibility of working overseas or even volunteering on Mercy Ships.



Mary's Story

Mary was living in her son's apartment in Shoal Bay and unfortunately the stairs had become unmanageable for her, resulting in several falls.

"I was at imminent risk of homelessness and through the interaction and support of both Baptist Care and Pacific Link Housing, I was given the opportunity to live in a lovely unit. It has given me security and kept me off the streets."

"I created a beautiful vegetable garden and have everything I need in my home. I connected with the Country Women's Association, Baptist Care's Social Group and look forward to visiting my local Community Centre that run a group for people who enjoy playing games."

Mary was also a recipient of Pacific Link Housing's Tech Connect Loan Program. "I have a brand-new tablet which I would not have been able to purchase without the support of this program. This has been fabulously helpful, and the fortnightly repayments are very attainable. My future involves me doing things for myself and taking care of my grandchildren."



Glen's Story

Glen was a single father with a daughter. He had a great job working in the mines and then at the age of 43, he had four heart attacks.

"I was unable to work and could no longer afford the market-rate rental we were in. I went from a private rental to a hotel room, desperately trying to find a home for myself and my daughter. If it wasn't for Pacific Link Housing, we would have ended up on the streets and homeless."

Glen has had some ongoing health issues since moving in 11 years ago but it's his hope that he'll one day be well enough to work again. It has given him peace of mind knowing that he has housing security for his family.



Our Partners and Supporters

Pacific Link Housing aims to support our tenants by providing opportunities to improve their wellbeing and ability to succeed in life. This can only be achieved by collaborating with our many and valued local partners. Our staff work with peak bodies, government, businesses, community groups and welfare services to deliver stable housing with a range of programs for tenants, that benefit the whole of community through inclusiveness and opportunities for tenants to reach their full potential.

Collaborative partnerships ensure those people most in need are provided with the necessary and holistic care to help rebuild their lives and thrive. There is never a one size fits all approach, so Pacific Link Housing works with a range of agencies that can provide specialist and individualised services in their areas of expertise.

The Salvation Army

Pacific Link Housing began our partnership with the Salvation Army

through the delivery of the Together Home Program. With a rapidly expanding program, we were looking for an additional partner that could not only deliver the necessary care and support to participants but also scale up as the new program evolved. The Salvation Army have delivered participant-centred, strengths-based responses to support the participant in reaching their goals and exploring pathways to sustainable tenancies and independent living.

The Salvation Army's support team provided an integrated approach with Pacific Link's Support Coordination Hub, promoting participant inclusion and community connection after years of street sleeping. The Salvation Army continues to support several participants in the Together Home Program and contribute to the outstanding success of this program, with over 90% of tenancies sustained and successful.

Our partnership with the Salvation Army deepened when we were successful in a joint submission to Central Coast Council

to deliver a supported housing project in council-owned cottages, aligned to the Council's Affordable and Alternative Housing Strategy. This pilot arrangement continues to flourish with the specialised support provided to tenants by the team.

Pacific Link Housing and the Salvation Army have built an effective partnership that provides holistic, tailored and flexible services to those most vulnerable in our community. Several Pacific Link Housing directors, management and staff had the pleasure of attending and supporting the inaugural Red Shield Appeal lunch, along with the broader Central Coast community, where we heard from a Salvation Army supported Pacific Link Housing tenant, whose incredible and inspiring story had the large auditorium captivated. We look forward to continuing our relationship with the team and exploring innovative ways our organisations can work together to create lasting outcomes for our tenants.





Health on the Streets - Coast & Country Primary Care



Musicians Making a Difference



Gosford Regional Community Services



Central Coast Community College

Community Engagement

A key theme of Pacific Link Housing's Client Outcomes and Community Engagement Strategy is connecting with our tenants, which helps to build stronger neighbourhoods and cohesive and inclusive local communities.

We hold regular events such as morning teas, BBQs and garden days to provide opportunities for tenants to meet each other, participate in group activities and discover new interests. Tenant events also create an ideal setting for our support partners to provide information and easy access to their services. These partners have included Health on the Streets and Neami National to offer access to mental and physical health practitioners. Other

partners who have attended include Baptist Care with information for seniors, Wesley Mission Opportunity Pathways for employment advice, The Glen and The Glen for Women for addiction support, Central Coast Community College for education courses, local police and staff from nearby Community Centres.

Groups such as the Country Women's Association are also regularly invited to our events and provide catering at no cost and enjoy engaging with tenants. The in-kind support from the wider community is heart-warming and adds a personal touch to our services. This year, we distributed donated items, including handmade quilts, household starter

packs, OzHarvest food hampers, Lovatts magazines, children's lego, puzzles and board games, craft supplies, cleaning and toiletry packs.

Tenants appreciated these contributions and the extra effort Pacific Link Housing makes to improve their housing experience with us. As an additional gesture, we distributed custom calendars as a gift to tenants at Christmas, as well as storybooks for households with young children.



Garden Day hosted by the Community Greening Team from the Sydney Royal Botanic Gardens

Innovation in Housing Supply

Pacific Link Housing has a demonstrated track record of working with government and partners to develop housing solutions that are innovative, focused, financially responsible and benefit the whole of the community. These initiatives are above and beyond our obligations as a community housing provider, however we believe that great outcomes can be achieved when there is a community housing response that not only goes to addressing the critical shortage of affordable housing, but also provides win-win outcomes for all parties.

Our award-winning and Australian-first Tiny Homes Pilot Project was an example of an innovative and collaborative housing solution that was implemented by Pacific Link Housing. The project resulted in four tiny homes on a vacant block in Gosford, which are still providing safe, secure housing for young people leaving crisis refuge accommodation. Following on from this history of innovation, our partnership with BEA Projects has further proven that creative solutions can benefit investors, government, support agencies and most importantly, those experiencing housing insecurity and facing the possibility of becoming homeless.

When the sale of two church-owned sites at East Gosford was announced, Pacific Link Housing became aware of the 35 residents living independently who were



Laurie Elliss (Partner, BEA Projects), Ian Lynch (CEO) and Andrew Brand (Partner, BEA Projects)

deeply concerned that they would lose their homes or experience unattainable rent increases. They were relieved when an ethically-minded property investment group was introduced, purchased the sites and agreed to continue the previous owner's submarket rent arrangement for 12 months. This allowed Pacific Link Housing time to work with Baptist Care and assist the residents in applying for social housing, providing them with long-term housing security as valued tenants of Pacific Link Housing. Baptist Care has also been integral in maintaining the wellbeing of residents through their involvement in our community engagement events. This offers vital linkages to aged care supports and social activities that will assist residents now and into the future.

The new owners have shown great compassion and, through this innovative relationship, we have delivered a creative solution that provides relief and stability

to residents. Their commitment also included the use of a vacant aged care complex to provide housing for older women. This allowed Pacific Link Housing to pursue additional partnerships with Women's Community Shelters and the Department of Communities and Justice, leading to an innovative 'meanwhile use' housing outcome. The result of the collaborative partnership is Allawah House, which provides safe homes for older women at risk of homelessness or experiencing domestic and family violence on the Central Coast.

Through our collaboration with BEA Projects, we are incredibly proud to demonstrate the positive impact that community-minded partnerships can achieve for those in greatest need. It takes an innovative approach to create change and address the dire shortage of housing that is affordable and secure for people on low-fixed incomes.



Allawah House is the result of a collaborative partnership between Pacific Link Housing, BEA Projects, Women's Community Shelters, Key2 Realty and the Department of Communities and Justice.

Pictured Left to Right: Simone Parsons (Women's Community Shelters COO), Wal Edgell (Chairman), Annabelle Daniel OAM (Women's Community Shelters CEO), Minister Natasha Maclaren-Jones, Minister Natalie Ward and Adam Crouch MP

Solar Panel Pilot Project



Pacific Link Housing is passionate about playing a role in limiting the environmental impacts wherever possible, in all areas of the organisation. As part of our 2021 Annual Tenant Survey, we asked tenants for input into how our properties could reduce the impact on the environment. Approximately one-third of tenants that responded to the question, suggested that solar panels would help to reduce Pacific Link Housing's carbon footprint.

As a result of this feedback, Pacific Link Housing's Board committed \$120,000 to undertake a green initiative in the 2022 Financial Year. The pilot project involved installing solar panels on 20 suitable properties in the Newcastle, Port Stephens and Lake Macquarie regions.

Pacific Link Housing anticipates that, in addition to environmental benefits, the solar panels will also provide savings to tenants on their electricity bills of approximately 20-35%. This will significantly benefit and help to reduce the financial hardship our tenants are experiencing with the increasing cost of living. Worryingly, one-quarter of tenants reported that they had difficulty paying their utility bills in the 2022 Annual Tenant Survey. This was a significant increase of 7% on the previous year's results.

Pacific Link Housing will obtain feedback from tenants on the impact the solar panels have had on the cost of their electricity bills, as well as the calculated reduction in carbon emissions. If the trial proves successful, we will seek funding to

roll it out across more properties in our portfolio.

Contractor, LABS 360, installed the 369 Labs Smart Solar System on each of the 20 properties, including an Emberpulse® unit that provides:

- In-home 'cheap energy' notifications
- 24/7 whole of home monitoring
- Electricity bill forecasts and usage alerts
- Smart home control options
- Proactive energy reports to your inbox
- Ongoing Australian support

Together Home Program

Pacific Link Housing's Together Home Program continued to provide secure housing, resources and opportunities for participants who had been sleeping rough, particularly through the COVID-19 pandemic.

We successfully secured an extra funding allocation, meaning a further ten community members who had been street-sleeping were safely housed. Since the Program's launch in 2020, we have provided a total of 50 participants with a stable home and intensive wrap-around support to ensure tenancy sustainability and a smooth transition into independent living. Our Together Home team, which includes support coordination, tenancy, maintenance and finance, understand that the Program is underpinned by respect and hope and that stable housing allows dignity, in conjunction with community participation and contribution.

With the first tranche of the Together Home Program ending, our team worked closely with partners and key stakeholders to transition participants into longer-term support provision. We achieved some outstanding results, with participants demonstrating their resilience and resourcefulness in achieving their goals. Some participants gained employment, some began volunteering in the community, some reunited with family and some had children restored to their care. These outcomes would not

be possible without the participants' self-determination, combined with the provision of secure homes and support through Pacific Link Housing.

Pacific Link Housing enjoys a range of strong linkages across the service sector which are integral to participants' success. The Together Home Program's impressive outcomes are achieved thanks to the combined efforts of our support partners, including:

- Neami National
- The Salvation Army
- Coast Shelter
- Bungree Aboriginal Association

These cohesive, collaborative, professional partnerships outline the importance of a streamlined multidisciplinary approach with Pacific Link Housing's support coordination at the core. We consider our support partners part of the broader Pacific Link Housing effort and acknowledge that we are all aiming towards a common goal of sustainable housing and a future filled with opportunities to realise hopes and aspirations.

The Together Home team successfully secured several High Needs Packages, meaning participants with complex needs will receive extra and supplementary funding for a longer term than the program timeline. This is a great result, with support partners remaining engaged

during this timeframe. In addition, a number of participants have been NDIS-eligible and were assisted with their applications. Where approval for NDIS was not possible for participants, longer-term supports were arranged to ensure successful transitions to independent living.

Understandably and sadly, due to the impacts of long-term rough sleeping, some participants have serious, untreated health issues, which are only diagnosed once they are in the Program and have access to support and intensive medical care. Our team's efforts have been recognised by the Homelessness NSW Industry Partnership as best practice when working with participants with long-term, complex health issues. This recognition is in direct response to the team bringing dignity, comfort, compassion and companionship to a participant with deteriorating health and even funding funeral arrangements upon passing.

After the successful exit of several participants from the first tranche of the Program, we are looking forward to another year of the Together Home Program and working with participants from the follow-up tranches. The team feels privileged to be a small part of each participant's journey to independence and support their aspirations for the future.

Angus' Story

Angus came into Pacific Link Housing's Together Home Program in August 2020 after experiencing homelessness for more than five years. Angus had lost contact with his family during the time he was rough sleeping and his overall health had deteriorated significantly.

Our team was able to provide Angus with a home and coordinated services to support him on his journey to recovery and independence. He identified several long-term goals including sustaining a 'forever home', reconnecting with family, in addition to improving his overall health and wellbeing. Through his own hard work and determination, Angus overcame some ongoing health issues which required a hospital admission. This was a significant step for Angus who now recognises the deep impact these issues had on his quality of life.

Angus has secured full-time employment as a cleaner, reconnected with his family members and is working to strengthen those relationships. He looks forward to the future and has a sense of hope for the first time in his adult life. Angus is taking huge strides with the support of Pacific Link Housing and is well on his way to reaching his long-term goals.



Key2 Realty Social Enterprise

About Key2 Realty

Key2 Realty is the only social enterprise real estate agency across the Central Coast through to Lake Macquarie and the Lower Hunter, and specialises in managing residential investment properties on behalf of landlords. The business is wholly owned by Pacific Link Housing, with some of the profits distributed to tenant support programs that provide opportunities for self-improvement and skill development.

Key2 Realty has rapidly expanded and now manage over 200 properties within just a few years. This includes six brand new units in Pacific Link Housing's mixed tenancy development at Woy Woy which was completed in December 2021. This exceptional growth is evidence of their collaborative partnerships, solid reputation, service delivery and unique position in the market.

The Team

Key2 Realty's skilled team have over 30 years of combined real estate experience and are renowned for their professionalism and local knowledge. In 2022, Key2 Realty was pleased to welcome a new Business Manager to the team. Larissa Llowarch has over 11 years of experience working in the real estate, community housing and local government sectors. Her expertise and widespread connections within the community create the best possible outcomes for landlords and tenants.

Larissa brings a long-held passion about making a difference in the local community and finds that landlords are keen to support Key2 Realty's charitable purpose of donating to Pacific Link Housing's tenant programs. These programs create opportunities that can be life-changing for individuals and have added benefits for the wider community.

Supportive Partners

Key2 Realty's strategic partnerships have increased significantly over the past year. These partners include a wide variety of organisations who seek to headlease market-rate rentals, property developers who build-to-rent and businesses who support their social enterprise philosophy.

In 2022, a significant partnership was formed with The University of Newcastle who named Key2 Realty as their preferred real estate agent to actively source long-term affordable residential rental property options for their students on the Central Coast.

The University of Newcastle's Executive Dean Central Coast, Professor Mike Bowyer said that whilst the partnership will assist students at the Ourimbah Campus, the University will be seeking student rental options for the growing Campuses in the heart of Gosford,



Larissa Llowarch (Key2 Realty Business Manager) and Peter Alward (Key2 Realty Licensee in Charge)



“The need for affordable housing on the Central Coast is crucial, this includes student housing, and we look forward to working with Key2 Realty who will seek out residential rental properties for students on our behalf.”

Professor Mike Bowyer
Executive Dean Central Coast,
University of Newcastle

including the student medical campus and the CBD campus when it is completed.

Working with an agency such as Key2 Realty, with an in-depth knowledge of the local area, combined with unique expertise in affordable housing, will ensure the University is notified of suitable accommodation as soon as it becomes available.

Innovative Solutions

Key2 Realty has facilitated a ground-breaking partnership that has resulted in an innovative and affordable housing solution. Local developer, BEA Projects, purchased a previously church-owned aged care facility at East Gosford in late 2021. Recognising the dire need for accommodation, BEA Projects and Key2 Realty worked with Pacific Link Housing to utilise the property temporarily to provide housing for older women at risk of homelessness.

Partnerships were formed with Women’s Community Shelters to provide on-site support and the NSW Department of Communities and Justice, who provided funding to repurpose the unused space. The property, named Allawah House, is an example of a ‘meanwhile use’ project, an innovative housing model that temporarily utilises a vacant property earmarked for future redevelopment to provide a social benefit.

BEA Projects, a long-term collaborator with Pacific Link Housing, recognises the value of having the site occupied in the short to medium term, to the benefit of the local community whilst future planning is contemplated.

Ethical Investing

Interest and growth in ethical investments have traditionally focussed on super funds and other direct investment options such as shares and managed funds. Investors who owned property had limited opportunities to use that asset for charitable purposes, until social enterprise real estate agencies such as Key2 Realty emerged on the market.

There are tax incentives for landlords with an ethical mindset who rent their property as genuine ‘affordable housing’ through Key2 Realty. The Australian Taxation Office (ATO) has introduced legislation that provides an additional Capital Gains Tax (CGT) discount to savvy investors when they sell their property.

Key2 Realty is uniquely positioned in the market to provide ATO certification to

investment property owners through its relationship with registered community housing provider, Pacific Link Housing. It benefits ethical landlords and the broader community, by ensuring affordable housing options are available for renters.

Looking Ahead

Key2 Realty will continue providing expert property management services to residential landlords in the open market. They are excited about forging more partnerships to deliver innovative affordable housing solutions. In February 2023, Key2 Realty will be tenanting Pacific Link Housing’s latest mixed-tenancy complex at Belmont, Lake Macquarie. Development opportunities such as this, contribute to the growth of properties under management and increase the social impact Key2 Realty can have in the community.



Belmont Development

Investing in our Tenants

At Pacific Link Housing, we offer much more than just housing security for our tenants. Our comprehensive range of support programs are designed to provide tenants with the tools for self-improvement, skill development, greater independence and connection to the community.

Pacific Link Housing's Client Outcomes and Community Engagement Strategy is focused on the themes of education, employment, opportunity and community engagement. Our support programs and activities are based on these themes and guide our work to improve tenants lives and housing experience with us.

We are committed to improving communication methods with tenants to gather valuable feedback and guide future tenant engagement initiatives. Our investment into tenants not only improves their lives, but creates vibrant, thriving and united neighbourhoods that brings the community together.



Education

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



Employment

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



Opportunity

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



Community Engagement

Developing partnerships, conducting advocacy, research and community engagement activities

Education Support

The Sheila Astolfi Education Support Program assists primary, secondary or tertiary students with the costs of education such as laptops, software, private tuition, course fees or textbooks. Awarded twice each year, the program assists individuals to continue with schooling or embark on a new area of study. Recipients receive the practical, financial and moral support needed to achieve their educational goals.

Tech Connect Subsidised Loans

Tenants are able to purchase brand new laptops or devices and make affordable interest free loan repayments. Increasingly, government services are delivered online and access to devices is needed more than ever. Pacific Link Housing applies a \$250 subsidy to help reduce the total loan amount. It's an easy way for tenants to purchase items without the need for risky short-term cash loans.

Activities and Events

Pacific Link Housing coordinates various activities and events to promote social inclusion, encourage strong neighbourhood connections and link tenants to support services. These include BBQs, morning teas and community garden days in partnership with the Sydney Botanic Gardens.

Health and Wellbeing

Tenants of all ages receive assistance to participate in registered sport, health, exercise and wellbeing activities. This program not only helps with fitness and health, but also encourages the formation of life-long friendships. Funding is provided to help cover costs of registration fees, uniforms or other associated costs.

Learner Driver Lessons

Partnering with the NRMA Safer Drivers Course, our program helps tenants develop their driving skills through funded lessons with a professional instructor. The program teaches road safety skills, provides logbook credits, in addition to building the confidence and independence of learner drivers.

Tenant Engagement

Pacific Link Housing coordinates various initiatives to promote and encourage tenant engagement. Our annual garden competition rewards tenants for the pride they take in their homes and provides an opportunity to win prizes and gift cards. We also distribute items to tenants which are donated by generous supporters, including Bunnings, Westfield Tuggerah, community organisations and individual donors.

Tenant Support

All tenants have access to Pacific Link Housing's dedicated Client Support Officer, whose role is to facilitate connections with other agencies within the community. The Officer works closely with organisations who can assist with a range of areas such as aged care, mental health, disability services, family support and financial or general counselling.



Pacific Link HOUSING

HOUSING PROVISION

Pacific Link Housing has rapidly transitioned from a pure housing management focus, to both a management and supply focus. Since 2017 we have completed 129 units, moving from a zero base to a housing portfolio that is now valued at \$34 million. We have delivered housing covering the full continuum of social, affordable and disability housing through a range of projects in Sydney, the Central Coast, Lake Macquarie and Hunter regions.



Housing Provision

Adira Apartments

In December 2021, Pacific Link Housing celebrated the completion of the 'Adira Apartments' at Woy Woy which provides housing security for older women who are facing the ongoing rental affordability and availability crisis. The 12 unit mixed-tenancy complex includes a combination of social, affordable and market-rate rentals, specifically designed to be safe and secure for older women.

The name Adira is adopted from Hebrew meaning strong and powerful. It is a message to residents that Pacific Link Housing is here to support them on their journey to create improved opportunities for their future.

The Adira development received concessions or grants from every level of government. Through the State Environmental Planning Policy, Central Coast Council approved an additional

three units for use as genuine affordable rental housing. We leveraged \$1.4 million of debt finance towards the development as part of a broader loan with the Commonwealth Government's National Housing and Finance Investment Corporation (NHFIC).

The site was acquired from the NSW Land and Housing Corporation and a significant contribution of \$1.6 million was granted through the NSW Government's Community Housing Innovation Fund (CHIF), which cemented the allocation of six units to women eligible for social housing. The remaining units - a mix of affordable housing and market-rate rentals - were fully leased within a week of obtaining practical completion from the builders, Mars Building. Our social enterprise Real Estate Agency, Key2 Realty, had a huge response in leasing these rentals, highlighting the demand for this type of housing.

A pleasing conclusion to the end of construction was a visit from Prime Minister Scott Morrison and Member for Robertson Lucy Wicks, who applauded our work in completing the development, particularly how it provides a range of options for residents across the housing continuum.

The Adira Apartments were named as a finalist in the 2022 UDIA (Urban Development Institute of Australia) NSW Awards for Excellence for an Affordable Housing Development.

Award Wins

Pacific Link Housing celebrated several award wins, including the prestigious award for a mixed tenancy development completed in December 2020. The Property Council of Australia's Innovation & Excellence Award for the best National Affordable Housing Development was received for 'Pacific Gateway', a 21 unit

Pictured Left to Right: Adrian Harrington (NHFIC Chair), Ian Lynch (CEO), Mark Glew (Executive Manager, Property Development), Prime Minister Scott Morrison, Member for Robertson Lucy Wicks MP and Wal Edgell (Chairman)



mixed tenancy complex in Glendale, Lake Macquarie.

We were honoured to receive the Property Council of Australia Award as it demonstrates that we are not only increasing the amount of social and affordable housing stock for those in need, but also delivering quality, mixed tenancy developments that are recognised at a national level.

Pacific Link Housing's Canton Beach Studio Apartments, completed in December 2021, also received several accolades, winning the 2021 Master Builders Association NSW Excellence in Building Awards for the best Affordable Housing Development. It was also named as a finalist in the 2022 Property Council Australia Innovation & Excellence Awards and 2021 Master Builders Association Newcastle Excellence in Building Awards for the best Medium Density Project.

Future Development Projects

Pacific Link Housing is committed to delivering a continuous development pipeline of mixed tenancy housing.

The latest project at Belmont, Lake Macquarie, is expected to be completed in February 2023. The property will consist of 13 residential one and two bedroom apartments, in addition to a small commercial space which will be used as a satellite office for Pacific Link Housing, increasing our presence in the northern areas of our footprint. We also successfully obtained a \$1.6 million grant through the NSW Department of Communities and Justice CHIF for this project, which will allow for a component of the Belmont development to be used as social housing indefinitely.

Including Belmont, we have a committed pipeline with 100 units at planning, proposal or development application stage. The next development at Canton Beach is expected to commence construction before the end of 2022 and will include a mix of 14 social, affordable, market-rate apartments. Further developments are planned or under feasibility analysis at Woy Woy, Warnervale and The Entrance.



Ian Lynch (CEO), Mark Glew (Executive Manager, Property Development) and Cindy Butlin (Executive Manager, Finance) at the Property Council of Australia Awards



Belmont Development



Canton Beach Development

Board of Directors

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

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

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

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

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

Pacific Link Housing company policy requires that appointed Directors have skills, that combined, provide expertise in financial management, strategy, risk management, corporate governance, organisational management, property

development, asset management and community engagement. Under Pacific Link Housing's continuous improvement ethos, regular independent reviews of Board performance are conducted. All directors have completed professional development with the Australian Institute of Company Directors (AICD) or equivalent bodies, and participate in an ongoing program of development and training.

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



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

Wal Edgell

Chairman

Commenced 20/11/14

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

Peter Alward

MAICD

Director (PLH & Key2 Realty Pty Ltd)

Commenced 19/07/18

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

Leoni Baldwin

MAICD

Director & Deputy Chair

Commenced 17/05/12

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

Stephen Brahams

FAICD

Director (PLH & Key2 Realty Pty Ltd)

Commenced 16/07/09

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

Kristen Watts

BEC. MCom. GAICD

Director

Commenced 19/11/20

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

Sarah Winter

BA LLB LLM MAICD

Director

Commenced 10/05/21

Currently the Executive Director for Central Coast, Lower Hunter & Greater Newcastle Cities at the Greater Cities Commission, Sarah has over 15 years' experience working as a human rights lawyer and a human services consultant. Previously Sarah was a Partner in Deloitte's Infrastructure Practice, focussing on human services and community infrastructure, including community housing. Sarah has over 10 years' experience in board roles and committees.

Matthew Cochrane-Smith

F CPA GAICD

Director (PLH & Key2 Realty Pty Ltd)

Commenced 21/10/21

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

Directors' Report

The directors present their report, together with the financial statements of the Group, being Pacific Link Housing Limited and its controlled entities, for the financial year ended 30 June 2022. The names of each person who has been a director during the year and to the date of this report are:

Name	Qualifications and Period Of Directorship
Wal Edgell	Chairman
Qualifications	Banking and Property Executive
Years service	8 years
Special responsibilities	Attends all committee meeting in ex-officio capacity
Leoni Baldwin	Director, Deputy Chair
Qualifications	BA Ed PE; AMA Mediation
Years service	10 years
Special responsibilities	Governance, Tenant Opportunity Programs and Social Enterprises Committees
Clifford Innes	Director - Retired 18 November 2021
Qualifications	Chartered Accountant
Years service	12 years
Special responsibilities	Finance, Risk and Audit Committee, Key2 Realty Pty Ltd
Matthew Cochrane-Smith	Director - Appointed 21 October 2021
Qualifications	Fellow of CPA Australia and GAICD
Years service	1 year
Special responsibilities	Finance, Risk and Audit Committee, Key2 Realty Pty Ltd
Stephen Brahams	Director
Qualifications	Property Development Director, Licensed Real Estate Agent
Years service	13 years
Special responsibilities	Growth and Social Housing Management Transfer (SHMT) Planning Committees, Key2 Realty Pty Ltd
Kim Tibbey	Director - Retired 18 November 2021
Qualifications	CEO, MAICD, BA Social Enterprise Grad
Years service	12 years
Special responsibilities	Tenant Opportunity Programs and Social Enterprises Committee

Name Qualifications and Period Of Directorship

Peter Alward	Director
Qualifications	Property Development Director, Licensed Real Estate Agent
Years service	4 years
Special responsibilities	Finance, Risk and Audit and Growth Committees, Key2 Realty Pty Ltd
Kristen Watts	Director
Qualifications	Chartered Accountant, Masters in Commerce, GAICD
Years service	2 years
Special responsibilities	Finance, Risk and Audit, Tenant Opportunity Programs and Social Enterprises and SHMT Planning Committees
Sarah Winter	Director
Qualifications	LLB, LLM, MAICD
Years service	2 years
Special responsibilities	Governance and SHMT Planning Committee

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Meetings of Directors

During the financial year, 10 meetings of directors (not including committees of directors) were held. Attendances by each director during the year were as follows:

Director	Eligible to Attend	Attended
Wal Edgell	10	10
Leoni Baldwin	10	9
Clifford Innes	4	4
Matthew Cochrane-Smith	7	7
Stephen Brahams	10	9
Kim Tibbey	4	4
Peter Alward	10	8
Kristen Watts	10	9
Sarah Winter	10	9

Directors' Report

Principal Activities

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

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

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

Short Term Objectives

The Group's short term objectives are to:

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

Long Term Objectives

The Group's long term objectives are to:

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

Strategies

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

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

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

Members' Guarantee

Pacific Link Housing Limited is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$2, subject to the provisions of the company's constitution.

At 30 June 2022 the collective liability of members was \$96 (2021: \$92).

Other Items

The Directors have determined there is an unrecognised asset that has been generated as a result of the creation of a rent roll within the subsidiary, Key2 Realty. The market value of the rent roll is deemed to be \$644,000 (2021: \$519,000), which reflects significantly the business success and the Company's value.

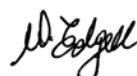
The method used to determine this estimated market value is the annualised income as at 30 June 2022 multiplied by a factor of 3x, discounted to reflect the social and affordable client base. According to Australian Accounting Standards, this intangible asset is not reflected in the financial statements.

There is a \$570,000 (2021: \$530,000) investment in the subsidiary on the statement of financial position for Pacific Link Housing Limited which is eliminated on consolidation.

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 2022 has been received and can be found on page 5 of the financial report.

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



Wal Edgell
Chairman



Kristen Watts
Director

Dated: 27 October 2022

Auditor's Independence Declaration

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

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2022, there have been:

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

PKF Chartered Accountants



Clayton Hickey
Partner

Dated: 27 October 2022

Statement of Profit or Loss and other Comprehensive Income

For the Year Ended 30 June 2022

	2022	2021
Revenue	12,520,338	11,520,857
Other income	8,896,315	6,874,831
Finance income	24,246	21,674
	21,440,899	18,417,362
Employee benefits expense	(4,070,111)	(3,511,833)
Depreciation and amortisation expense	(638,634)	(305,118)
Training expenses	(24,329)	(27,387)
Audit, legal and consultancy expenses	(118,450)	(180,518)
Insurance expense	(335,480)	(325,080)
Property repairs and maintenance	(1,929,476)	(1,537,254)
Council and water rates	(1,183,114)	(1,102,301)
Rental expense	(6,934,881)	(6,490,174)
Adhoc repairs, maintenance and vehicle running expense	(54,553)	(43,396)
Other operating expenses	(2,069,879)	(1,437,174)
Finance expenses	(317,377)	(147,089)
Surplus before income tax	3,764,615	3,310,038
Income tax expense	-	-
Surplus for the year	3,764,615	3,310,038
Total comprehensive surplus for the year	3,764,615	3,310,038

Statement of Changes in Equity

For the Year Ended 30 June 2022

	Retained Earnings	Total
Balance at 1 July 2021	24,654,270	24,654,270
Surplus for the year	3,764,615	3,764,615
Balance at 30 June 2022	28,418,885	28,418,885
Balance at 1 July 2020	21,344,232	21,344,232
Surplus for the year	3,310,038	3,310,038
Balance at 30 June 2021	24,654,270	24,654,270

Statement of Financial Position

For the Year Ended 30 June 2022

	2022	2021
ASSETS		
Current assets		
Cash and cash equivalents	7,519,637	10,769,315
Trade and other receivables	960,871	952,827
Other assets	195,082	209,095
Financial assets	2,126,519	126,519
Total current assets	10,802,109	12,057,756
Non-current assets		
Property, plant and equipment	908,482	754,299
Investment property	33,957,983	28,786,279
Right of use assets	3,056,673	2,345,817
Total non-current assets	37,923,138	31,886,395
Total assets	48,725,247	43,944,151
LIABILITIES		
Current liabilities		
Trade and other payables	5,606,092	5,461,647
Employee benefits	474,990	385,887
Lease liabilities	502,770	265,528
Total current liabilities	6,583,852	6,113,062
Non-current liabilities		
Lease liabilities	2,692,510	2,146,819
Financial liabilities	11,000,000	11,000,000
Other liabilities	30,000	30,000
Total non-current liabilities	13,722,510	13,176,819
Total liabilities	20,306,362	19,289,881
Net assets	28,418,885	24,654,270
MEMBERS' FUNDS		
Retained earnings	28,418,885	24,654,270
Total equity	28,418,885	24,654,270

Statement of Cash Flows

For the Year Ended 30 June 2022

	2022	2021
Cash flows from operating activities		
Receipts from tenants and other persons	12,688,631	12,652,818
Payments to suppliers and employees	(17,281,336)	(13,670,611)
Interest received	24,245	20,254
Receipts from government sources	8,394,211	5,353,431
Interest and other charges	(317,377)	(147,078)
Net cash provided by operating activities	3,508,374	4,208,814
Cash flows from investing activities		
Payments for property, plant and equipment	(370,920)	(575,327)
(Purchase) / disposal of financial assets	(2,000,000)	7,596
Proceeds from sale of assets	-	10,000
Payment for investment properties	(4,037,312)	(6,662,597)
Net cash used in investing activities	(6,408,232)	(7,220,328)
Cash flows from financing activities		
Proceeds from borrowings	-	6,385,283
Payment of lease liabilities	(349,820)	(90,673)
Net cash used in financing activities	(349,820)	6,294,610
Net (decrease)/increase in cash and cash equivalents held	(3,249,678)	3,283,096
Cash and cash equivalents at beginning of year	10,769,315	7,486,219
Cash and cash equivalents at end of financial year	7,519,637	10,769,315

Directors' Declaration

For the Year Ended 30 June 2022

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 6 to 24, are in accordance with the Corporations Act 2001 and:
 - a. comply with Australian Accounting Standards - Simplified Disclosure Standard; and
 - b. give a true and fair view of the financial position as at 30 June 2022 and of the performance for the year ended on that date of the Company and consolidated group.

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



Kristen Watts
Director

Dated: 27 October 2022

Partners and Stakeholders

Pacific Link Housing would like to thank our valued partners and stakeholders for their support during the 2022 Financial Year:

Commonwealth Government

- National Housing Finance and Investment Corporation
- National Disability Insurance Agency
- Department of Social Services

State Government

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

Local Government Councils

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

Peak and Professional Bodies

- Australasian Housing Institute
- Australian Institute of Company Directors
- Business NSW Central Coast
- Community Housing Industry Association
- Community Housing Industry Association NSW
- Gosford/Erina & Coastal Chamber of Commerce
- Governance Institute
- Homelessness NSW
- Jobs Australia
- Peninsula Business Chamber
- PowerHousing Australia
- Property Council of Australia
- Urban Development Institute of Australia NSW
- Wyong Chamber of Commerce

Community Partners

- Action on Housing for Older Women
- Allambi Care
- ARAFMI
- Baptist Care
- Bara Barang Corporation
- Breakthru

- Bungree Aboriginal Association
- Carrie's Place
- Catholic Care
- Central Coast Community College
- Central Coast Domestic Violence Committee
- Coast & Country Primary Care
- Coast Shelter
- ConnectAbility
- Darkinjung Local Aboriginal Land Council
- Gosford Regional Community Services
- Health on the Streets
- Key2 Realty
- Life without Barriers
- Lifeline
- MMAD - Musicians Making a Difference
- Neami National
- New Horizons
- Nova for Women and Children
- Oasis Central Coast
- Regional Development Australia Central Coast
- RYSS - Regional Youth Support Services
- Samaritans
- Sydney Royal Botanic Gardens
- The Glen and The Glen for Women
- The Salvation Army
- Tiny Homes Foundation
- Uniting
- Welcome Mat
- Wesley Mission
- Women's Community Shelters
- Youth Connections

Donors

- Bendigo Bank - Ettalong Beach Branch
- Bunnings Warehouse
- Central Life Church
- Country Women's Association Branches
- Harvey Norman Commercial
- Lovatts Magazines
- OzHarvest
- Rotary Club of Gosford City
- Schnap
- Westfield Tuggerah
- Zonta Club

Corporate Partners

- Barker Ryan Stewart
- Booth's Motor Group
- Buildcert Certification
- Central Coast Locksmiths

- Certis
- Clarke Dowdle & Associates
- Credwell Energy
- DeWitt Consulting
- EJE
- Homes for Homes
- Lee Road Consulting
- Lindsay Perry Access Consultant
- Marline
- MPC Consulting Engineers
- Muller Partnership
- Northrop Consulting Engineers
- SECA Solutions
- Terrace Landscape Architects
- University of Newcastle
- Xeriscapes

Consultants, Contractors & Development

- Australian Social Value Bank
- Australis Properties
- BEA Projects
- Bilpine
- Central Coast Fencing Industries
- Chris Ryan Legal
- CKDS Architecture
- Commonwealth Bank
- Complete Fencing Solutions
- Deloitte
- Dordogne Property Trust
- Jamie Smith Painting
- Kingston Building
- Mars Constructions
- Minsters Legal
- Nurture HR
- OneCloud IT Solutions
- PKF
- Propell Projects
- SDA Architecture
- Seafront
- Skope Constructions
- Straight Up Roofing Australia
- TCB Project Managers

Media

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



Pacific Link
HOUSING

Contact Our Team

 Address	280 Mann Street, Gosford NSW 2250
 Mail	PO Box 1888, Gosford NSW 2250
 Telephone	02 4324 7617
 Email	info@pacificlink.org.au
 Website	www.pacificlink.org.au
Donate	www.pacificlink.org.au/donate
ABN	82 074 394 648

