



Pacific Link
HOUSING

Strategic Plan 2023-2028



About Pacific Link Housing

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

Strategic and Business Plans

The 2023-2028 Strategic Plan is proudly presented by Pacific Link Housing's Board, outlining our aspirational long-term goals for the next five to ten years. Our Board consulted widely with staff and stakeholders to develop the plan and carefully considered opportunities, risks, business case papers and financial forecasts through strategic planning days. The Board is responsible for the ultimate implementation of the plan, which is reviewed annually or as needed to adapt to changing circumstances.

Our updated mission, vision and values are central to this plan, reflecting our commitment to making a positive impact in our community. The plan also embeds the new community housing standard for Environmental, Social and Governance (ESG) Framework. Our annual Business Plan is aligned with the Strategic Plan's objectives and details our short to medium-term goals. The Board closely monitors this plan which drives everyday efforts to achieve our broader vision.



Our Footprint and Properties

Pacific Link Housing manages close to 1,200 properties spanning six local government areas. Our main office in the Gosford CBD and a by-appointment office in Belmont enable us to serve our communities efficiently. We primarily manage properties owned by the NSW Land and Housing Corporation, homes leased from private landlords and dwellings we have developed and constructed.

Vision

Thriving and inclusive communities that benefit everyone.

Mission

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

Values

Respectful

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

Responsible

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

Resolute

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

Strategic Objectives



Provide more homes



Value our people



Improve tenant wellbeing



Achieve excellence & sustainability



Focus on community impact

Governance Framework

Our Board is the custodian of the vision, mission and values of Pacific Link Housing, remaining accountable to members for organisational performance and purpose. Ultimate responsibility for governance rests with our Directors, who are recruited on the basis of their skills, abilities and commitment to govern an expanding and progressive company. The Board allocates responsibilities across various committees, each focused on specific areas of expertise and strategic importance.

Registration under the National Regulatory System for Community Housing involves our ongoing compliance against seven performance outcomes. We are also regulated by the Australian Charities and Not-for-profit Commission and have been designated by the Australian Taxation Office as a public benevolent institution with deductible gift recipient status.

Our Operations

Our tenancy management approach focuses on building successful tenancies and positive housing experiences for our tenants, which contributes to a wider community impact. Our team is skilled in all facets of end-to-end tenancy management, from initial commencement throughout the entire tenancy period.

In line with our focus on sustainable tenancies, we offer an array of self-funded capacity-building programs and coordinate tenant engagement activities to build community cohesion. We work with support agencies across our footprint, strengthening our commitment to collaborative partnerships.

Ensuring our properties are safe, secure and in good condition is achieved through diligent inspection and strategic, planned maintenance. We engage expert multi-trade and specialist local contractors to deliver timely responsive and cyclical maintenance services. Our unwavering commitment to financial management underpins all our operations, ensuring responsible resource allocation. We pursue financial sustainability through appropriate debt financing by leveraging our assets to achieve our strategic objectives.

In 2019, we established Key2 Realty, a wholly-owned subsidiary that provides property management services for landlords as a social enterprise. We remain focused and committed to supporting the growth and success of Key2 Realty as an integral part of our vision.

Our Team

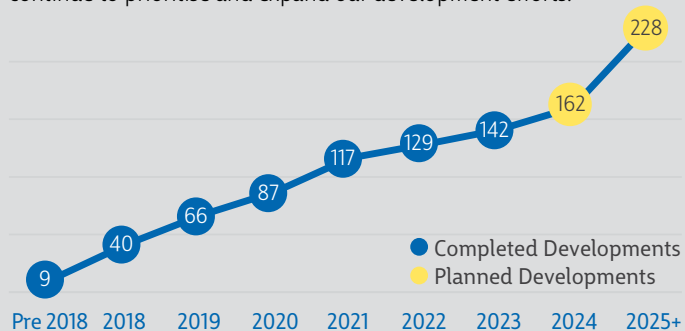
Pacific Link Housing has a dedicated team of approximately 40 staff led by a CEO and executive management team. We are committed to ensuring the wellbeing and growth of our employees by fostering a safe and supportive workplace culture through team-building, professional development and training opportunities.

Our Stakeholders

We value our stakeholders and have an active program of advocacy and community engagement. Through regular submissions, newsletters, reports and media releases, we keep our stakeholders and the community informed and involved in our activities. We participate in multiple leadership groups both locally and within the wider housing sector to provide expert input. By fostering close collaborations with our diverse range of partners and stakeholders, we work together to achieve our vision and mission.

Property Development

Pacific Link Housing has embarked on a focused and continuing program of development and construction of affordable housing. With 142 completed units spanning social, affordable and market-rate rentals across seven projects, we are able to address the diverse housing needs of our community. Our ongoing commitment to mixed tenancy projects includes a pipeline of over 100 units at various stages of progress. We take pride in building quality, affordable housing tailored to our community's needs and our projects have earned recognition through multiple awards. Through proactive coordination of equity, finance and grant funding, we continue to prioritise and expand our development efforts.



Strategic Objectives and Focus Areas

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



Provide more homes

Focus Areas

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

Key Indicators

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



Value our people

Focus Areas

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

Key Indicators

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



Improve tenant wellbeing

Focus Areas

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

Key Indicators

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



Achieve excellence & sustainability

Focus Areas

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

Key Indicators

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



Focus on community impact

Focus Areas

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

Key Indicators

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