

**Link  
Wentworth**  
Providing homes, building futures.



# Link Wentworth Strategy 2025

**Unlocking Potential**



# HOUSING DEBATE

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**This page, left to right:** Andrew McNulty – CEO Link Wentworth, Mary – Link Wentworth resident, Shayne Mallard MLC – Parliamentary Secretary for Western Sydney, Mike Allen PSM – Link Wentworth Chair, Rose Jackson MLC – Shadow Minister for Water, Housing and Homelessness

**Cover photo:** Mary, Link Wentworth resident and Outstanding Volunteer Community Leader (Zest Awards 2022). Mary epitomises our focus on “Unlocking Potential” over the next three years.

## Link Wentworth is one of the largest and fastest growing Community Housing Providers (CHPs) in Australia.

**As a nationally registered Tier 1 not-for-profit, our purpose is to provide more homes and deliver quality services to enable a brighter future for people facing housing stress and homelessness.**

From humble and local beginnings in 1984, we now operate six offices, serving over 10,000 clients in 6,400 homes. We pride ourselves on maintaining close connections with our residents through having a local presence and delivering compassionate, quality tenancy and asset management services—as well as community programs, like our Scholarship Program, to help build futures.

We are one of the few CHPs to provide services that span the full spectrum of housing need—from Specialist Homelessness Services to social and affordable housing, Specialist Disability Accommodation, private rental assistance and support into home ownership.

With strong leadership, commercial management and governance, our organisation has grown through outcomes-focused mergers, as well as the successful tendering for the NSW government’s Social Housing Management Transfer program in 2018. As such, agility, innovation, and customer-centricity has become part of our fabric. The most recent merger in 2021 has been followed by a focus on business integration including systems, processes and culture and laying the right foundation to support continued growth to meet the increasing demand for social and affordable housing.

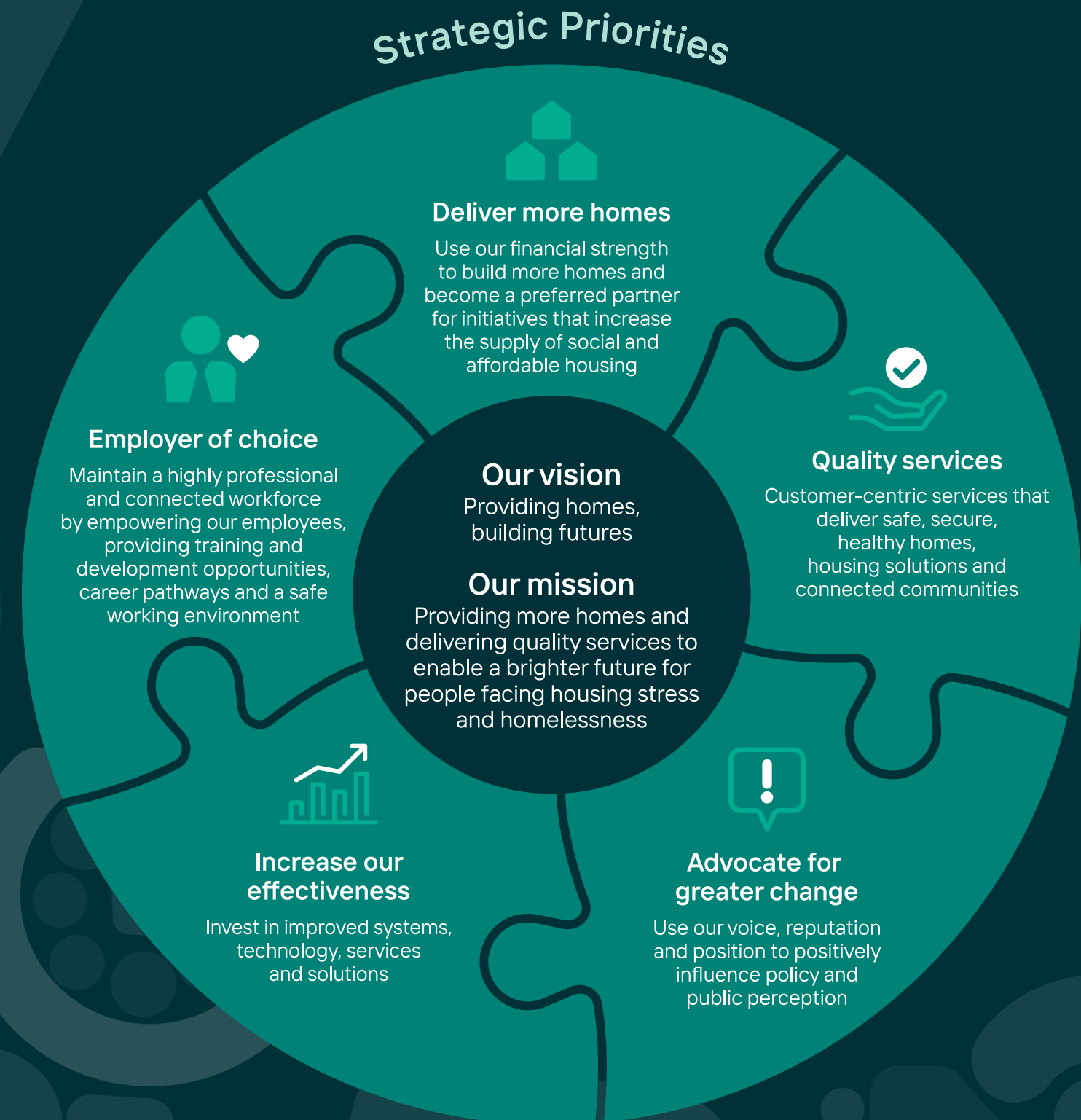
Given Link Wentworth’s strong cash position and zero debt, our capacity for asset growth is unmatched.

Building on our proven record in negotiating and delivering on management transfers and property portfolio management, we now have an emerging track record in delivering new development projects, in partnership and through innovative means. Our current unencumbered financial position will enable us to take advantage of high-quality growth opportunities, which is a focus of our Strategy 2022 to 2025.



2022-2025 Strategy:

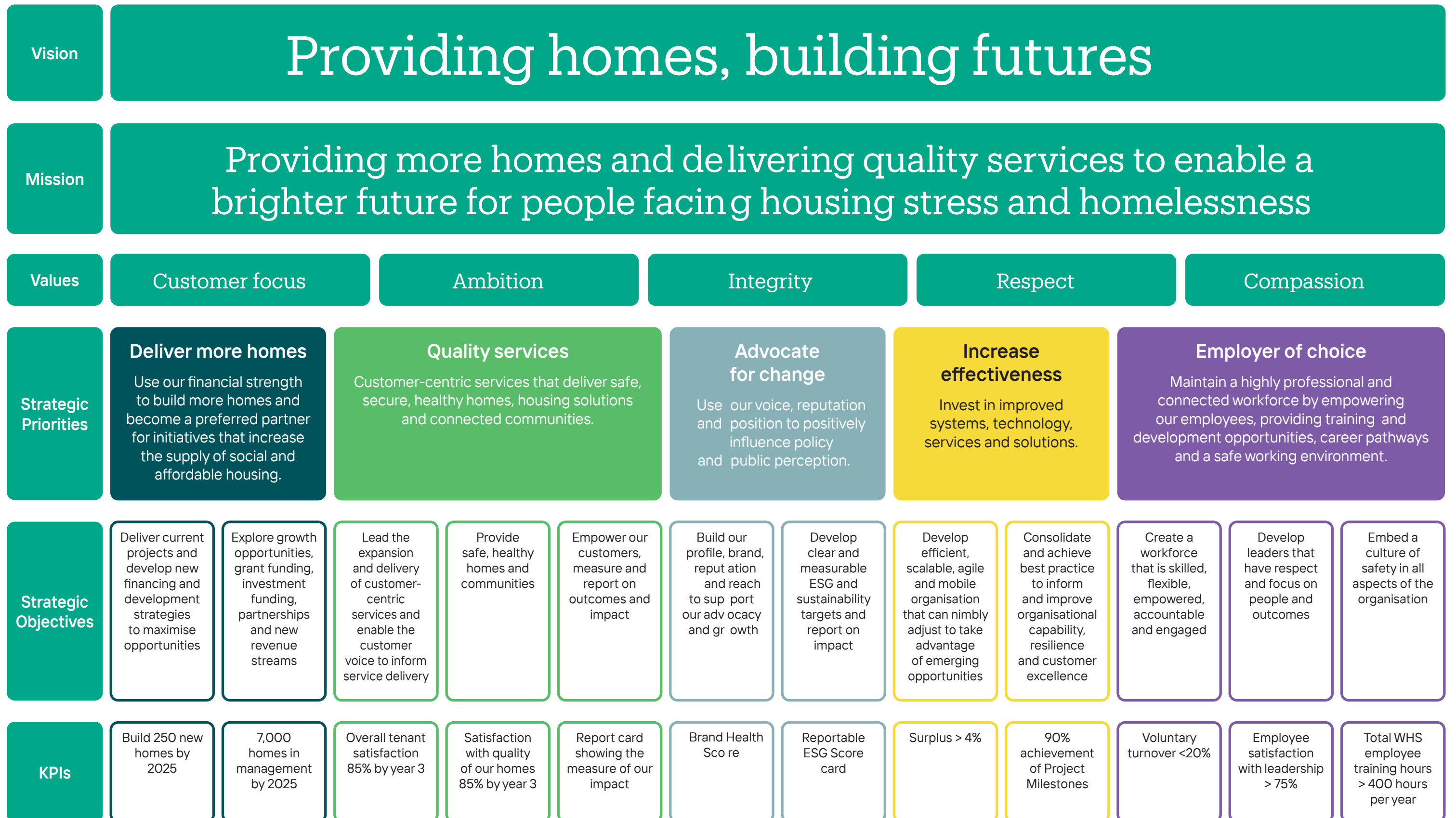
# Unlocking Potential





## 2022-2025 Strategy:

# Unlocking Potential





## The properties we manage

Our 6,400-strong portfolio provides a range of housing options.

### Social housing

For over 35 years, Link Wentworth has been a registered provider of social housing in NSW, which is secure, affordable rental housing for people on very low to low incomes. Applications for social housing in NSW are centralised through the NSW Government's Housing Pathways system.

### Affordable housing

We partner with private property owners, investors, property developers, local government and other charitable organisations to offer affordable housing. These are modern homes in central locations for people on low to moderate incomes, including key workers such as nurses and teachers.

### Disability housing

Link Wentworth offers housing that is designed and developed to cater for people living with physical, mental health and sensory disability issues. We currently provide tenancy and property management for Specialist Disability Accommodation (SDA), Respite and non-SDA group homes.

### Meanwhile use

In partnership with Womens Community Shelters and Twilight Aged Care, along with a number of other local non-profit organisations and partners, Link Wentworth runs two meanwhile-use properties. Available to women facing homelessness over the age of 50, Beecroft House and Mosman House provide temporary, transitional accommodation at an affordable rental price. The model utilises buildings that would otherwise sit empty while awaiting planning approvals and turns them into homes.

### Link Wentworth owned and operated

We work with developers, government, private and institutional investors to build more dwellings, adding to the social and affordable housing supply in the country. We currently own or manage 6,400 properties and have a pipeline to build close to 300 new homes over the next three years.



## Services we offer

We offer a range of products and services for eligible households and conduct referrals as needed.

### Specialist Homelessness Services

We are one of the only CHPs in Australia to provide Specialist Homelessness Services, along with our long-term housing options. In the Nepean Blue Mountains area, our caseworkers work closely alongside clients to develop support plans, link to community services and find long-term housing. We also conduct assertive outreach to find rough sleepers and offer proactive support.

### Private Rental Assistance (PRA)

Private Rental Assistance (PRA) provides rent support to assist clients in accessing affordable accommodation in the private rental market, while they wait for suitable social housing to become available. PRA products include Bond Extra, Private Rental Subsidy, Temporary Accommodation and Rent Choice Start Safely (see more below). In the Hornsby, Ryde and Ku-ring-gai local government areas, Link Wentworth delivers PRA products directly on behalf of the NSW Government Department of Communities and Justice (DCJ).

### Rent Choice Start Safely

Through the Rent Choice Start Safely Program, Link Wentworth provides rent support and assistance to people escaping domestic and family violence.

### Together Home

Link Wentworth delivers the Together Home Program in partnership with the NSW Government and health services, with an aim to help people who are experiencing primary homelessness into permanent safe accommodation along with the support services to maintain their tenancy, improve health and wellbeing and move towards training and employment. We are the largest Together Home provider in New South Wales.

### Community building

We run a range of programs and initiatives to encourage connection within our communities. From annual programs such as our No Place Like Home art exhibition and Scholarship Program to more targeted initiatives like our digital skills training, art classes, community gardening and social events and outings, as well as training and employment programs.





## Our stakeholders

Our partners are significant in our growth story and key to our work continuing.

**We work closely with our customers, CHPs, governments, developers and builders, financiers and investors, community groups and others to deliver more homes, better services, build the capacity of the CHP sector and advocate for positive change.**

### Customers

Our customers are at the heart of everything we do. Whether they're a tenant living in one of our properties or a client looking to access our services, we endeavour to put their needs and wellbeing above all else.

### Community partners

We work closely with a range of not-for-profit community organisations and charities who help us achieve the best possible outcomes for our customers.

### Local, State and Federal Government

We work with all levels of government to achieve our goal of providing more homes for the community and rely heavily on state and local government support services that help our clients.

### Our sector colleagues and leaders

We work in tandem with community housing peak bodies—CHIA National and NSW, PowerHousing Australia, Shelter and others—along with our colleagues in the sector to elevate the importance of our cause and advocate for greater change in the housing sector.

### Private sector

We work with corporates, banks, institutional investors, developers, private landlords and philanthropists who are interested in investing and supporting in the supply of more social and affordable housing. This includes corporate partners and sponsors who support our fundraising and advocacy events such as Home Sweet and The Big Housing Debate.



## Our operating environment

### Housing affordability

In Australia's wider housing system, the proportion of social housing to total homes has fallen. Only 31,400<sup>1</sup> new dwellings have been added between 2006 and 2021, with census data showing a steady decrease over the past 25 years. In fact, as a proportion of overall housing stock, social housing has gone from 6% in 1996, to 5% in 2001 and 4.1% in 2016.<sup>2</sup>

Yet the demand is only increasing. There are over 50,000 households on the waitlist for social housing in New South Wales and as of the 2016 census, 116,000 Australians classified as homeless.

Further, ageing housing stock and the impacts of climate change—repeated flooding, increased heatwaves—render a significant number of existing properties damaged, unsuitable for tenure or past their useful economic life.

These compounding factors have created an increasingly expensive, insecure and untenable housing market, exposing more Australians to poorer health and education outcomes and broader social inequality. All of which leaves many tenants vulnerable and the taxpayer with a hefty bill.

A recent report by Housing All Australians found for every dollar invested in social and affordable housing, it would deliver two dollars in benefits. These statistics have attracted interest from the private sector, who understand the sound economic sense behind investing in housing infrastructure.

But further to the economic case, there is a stronger moral case to be made for increasing our social and affordable housing supply—and soon. Our communities have been languishing for too long, burdened by soaring rental prices that leave little left over for living.

We owe it to our whole community, our economy, and especially our most vulnerable to build more social and affordable housing now.

### Political context

After a positive five years of NSW Government policy and funding for the state's CHPs, there appears to be only a few further growth opportunities. The latest initiatives such as Together Home and Community Housing Innovation Fund (CHIF) have been welcomed by the

sector but are modest in scale.

However, with a new Federal Government there is significant potential for growth in the sector.

The Federal Government has pledged to create a \$10 billion Housing Australia Future Fund, which will build 30,000 new social and affordable housing properties in its first five years.

With proven capacity and enhanced service delivery, CHPs are well positioned to help the Federal Government meet this target.

In fact, in the two decades to 2020, the CHP sector's national share of social housing (i.e. affordable housing managed by governments and CHPs) has quadrupled—rising from 6% to 25%. Despite the overall stagnation of social housing supply, CHPs have increased their portfolio to over 90,000 homes, now housing one in every 100 Australians.<sup>3</sup>

Through large scale tenancy management services that have resulted in better outcomes for residents, the sector has proven its worth and is going from strength to strength.

<sup>1</sup> <https://www.aihw.gov.au/reports/housing-assistance/housing-assistance-in-australia/contents/social-housing-dwellings>

<sup>2</sup> <https://housingforallaustralians.org.au/whatwedo/give-me-shelter/>

<sup>3</sup> <https://www.communityhousing.com.au/wp-content/uploads/2019/12/CommunityHousing-Factsheet.pdf?x13848>







**Link  
Wentworth**

# Providing homes, building futures.

## **Chatswood**

Level 10, 67 Albert Avenue,  
Chatswood NSW 2067

## **Katoomba**

Blue Mountains Community and Neighbourhood  
Centre  
6/10 Station St  
Katoomba NSW 2780

## **Lithgow**

42 Main Street,  
Lithgow NSW 2790

## **Penrith**

Borec House, Suite 1002, Level 1,  
29-57 Station Street,  
Penrith NSW 2750

## **West Ryde**

Level 2, 3-5 Anthony Road,  
West Ryde NSW 2114

## **Windsor**

409A George Street,  
South Windsor NSW 2756

## **Contact during office hours**

### **Chatswood Hub**

P (02) 9412 5111

PO Box 5124  
Chatswood West NSW 2067

### **Penrith Hub**

P (02) 4777 8000

PO Box 4303  
Penrith Westfield NSW 2750

E [enquiries@linkwentworth.org.au](mailto:enquiries@linkwentworth.org.au)

[linkwentworth.org.au](http://linkwentworth.org.au)