

Link Wentworth

Leaving a Legacy

Annual Report

2025-2026

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Cover image: Link Wentworth resident and musician, Ashton

Members of Aboriginal and Torres Strait Islander communities are advised that this Annual Report contains names and images of people who have died.

Acknowledgement of Country

We acknowledge that our offices, together with the homes that we provide to approximately 10,000 residents, are located on the Lands of the Eora, Dharug, Gundungurra, Bundjalung, Wiradjuri, Wallumedegal, Darkinjung, Bulyayorang, Gamaragal / Cammeraygal peoples.

We pay our respect to the Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.

About Link Wentworth

Link Wentworth is one of the largest community housing providers in Australia, managing nearly 6,300 homes with approximately 10,000 residents.

Using decades of community-driven experience, our work engages the full spectrum of housing need, from homelessness services to social, disability, and affordable housing. We also provide support services to help people sustain their tenancies, strengthen their lives, and participate fully in their communities. We believe everyone has a right to a safe and secure home where they can grow, connect with community, and build brighter futures that create positive change.

Our vision:

Providing homes, building futures, and creating thriving communities.

Our mission:

Providing more homes and delivering quality services to enable a brighter future for people facing housing stress and homelessness.

Our values:

- **Customer focus:** Our customers are at the heart of everything we do.
- **Compassion:** We genuinely care for each other and everyone we work with.
- **Integrity:** We are committed to safety, honesty and accountability.
- **Respect:** We value everyone we engage with and treat them fairly and equitably.
- **Ambition:** We have the courage to help lead and drive social change.

Chair and CEO Reflections

Mike Allen PSM OAM

In March this year, I sat down with Geoff Walker, Tenant Advisory Group member and Link Wentworth resident to reflect on housing, the evolution of the community housing sector and the opportunities that lie ahead. During our conversation, Geoff asked me about one of the enduring challenges of our work: navigating the complexities of working with governments and decision-making departments. My response was:

"What is important in any environment with Government are shared values – the desire to make a real difference, and the willingness to think outside the box to deliver creative solutions."

Those words feel particularly relevant as I reflect on the year just passed. A safe, secure and affordable home provides the foundation from which people can build their lives. Yet for too many Australians, that foundation remains out of reach. The scale of the housing challenge we face demands both ambition and pragmatism — and, importantly, a willingness to work together.

This has been a year in which the importance of partnership has been brought into sharp focus. Government, community housing providers, the private sector and our community partners each have an important role to play. None of us can address the scale and complexity of the housing challenge alone.

For our organisation, that means continuing to strengthen partnerships, finding new ways to unlock housing supply and investment, and keeping residents and communities at the centre of our decisions. It means being prepared to think differently, pursue new opportunities and, where necessary, challenge established ways of doing things.

Throughout the year, that spirit of collaboration and innovation has shaped our work. Our focus has remained not simply on delivering more homes, but on creating the stability, opportunity and connection that a home can provide.

The challenges before our sector are significant, but so too are the opportunities. With shared purpose, strong partnerships and the courage to pursue creative solutions, we can turn ambition into meaningful outcomes and create lasting change for the people and communities we serve.

Andrew McAnulty

It is in the spirit of Mike's reflection that I contemplate on the progress Link Wentworth has made this year, the challenges we have navigated, and what we can achieve together in the years ahead.

This financial year, the Board endorsed our new 10-year Strategic Plan 2025-35, setting a clear path to achieving our continuing vision of providing homes, building futures and creating thriving communities. We have intentionally called out "creating thriving communities" in our new Strategic Plan because community is at the heart of what sets us apart as a community housing provider.

Cascading down from our 10-year Strategic Plan, and with almost 200 staff members participating across 20 team workshops, we then developed our 3-year Strategy, "Leaving a Legacy". This 2026-29 Strategy provides a clear roadmap for how Link Wentworth will continue to grow, serve our people and make an impact over the next three years. Importantly, it outlines how we want to build our legacy.

While the 10-year Strategic Plan and 3-year strategy are

new, our mission to provide homes and deliver quality services has not wavered. This financial year, we opened the first two of our Housing Australia Future Fund (HAFF) developments in Rouse Hill and Cammeray, delivering 45 modern, social housing homes to the community. We also marked a milestone in November 2025 when we commenced management of our first 56 social housing homes at Waterloo Metro Quarter – a brand-new building delivered by Homes NSW and one of the first redeveloped as part of the Waterloo renewal precinct.

We also continued with our advocacy – a core tenet of our strategic direction – by proudly hosting our first Home Sweet fundraising sleep-out in Western Sydney on Friday 5 September 2025.

The event raised $325,000 for our partners Platform Youth Services, Women's Community Shelters, together with the Link Wentworth Scholarship Program.

When Home Sweet was launched back in 2017, Link Wentworth had no homes under construction. Now, as you'll read in our Annual Report, we have added, or are adding 619 brand-new homes for the community, representing the largest development pipeline in Link Wentworth's history. In less than 10 years, we have seen Local, State and Federal Governments act on our persistent pleas for further housing supply by delivering record investment.

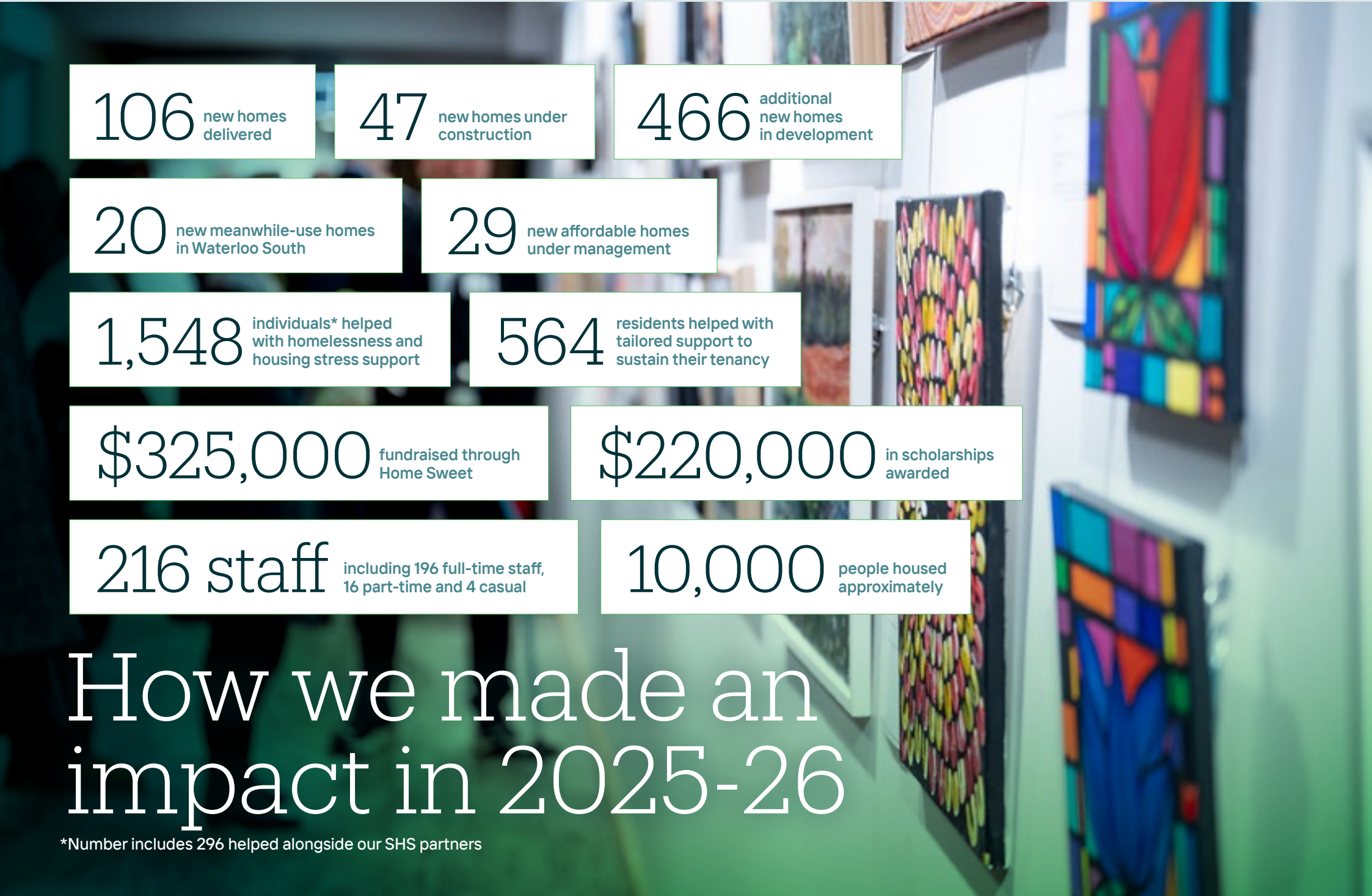
It is an exciting time to be in community housing, and Link Wentworth is seizing every opportunity to ensure we are part of the solution to the housing crisis.

Mike Allen PSM OAM
Chair, Link Wentworth

Andrew McAnulty
Chief Executive Officer

We thank our staff, Executive and Board colleagues for their dedication, hard work and steadfast belief in our vision, mission and values. This commitment ensures Link Wentworth will continue to deliver stable housing in supportive, thriving communities for the people who need them most.





106 new homes delivered

47 new homes under construction

466 additional new homes in development

20 new meanwhile-use homes in Waterloo South

29 new affordable homes under management

1,548 individuals* helped with homelessness and housing stress support

564 residents helped with tailored support to sustain their tenancy

$325,000 fundraised through Home Sweet

$220,000 in scholarships awarded

216 staff including 196 full-time staff, 16 part-time and 4 casual

10,000 people housed approximately

How we made an impact in 2025-26

*Number includes 296 helped alongside our SHS partners

Link Wentworth Housing Spectrum



Experiencing Homelessness	Crisis Accommodation	Transitional Accommodation	Social Housing	Specialist Disability Accommodation	Affordable Housing	Private Rental	Home Ownership
666 clients assisted annually (2025-26)	36 properties	200 properties	5,288 properties	302 properties	454 properties	77 clients directly assisted	3 tenants achieved home ownership, 10 currently in program

Link Wentworth Customer Programs

Specialist Homelessness Service
Together Home
Meanwhile Use Housing
Temporary Accommodation
Youth Rent Incentive Scheme
Tenancy Assistance

Support for women and children escaping family violence:
Nurreen, Ngarrunga,
Core and Cluster Program

Sustainable Tenancy Team
Neighbourhood Improvement Program
Community Programs
Scholarship Program
Education and Employment Programs
Health Education and Education Sessions
Resident Newsletter

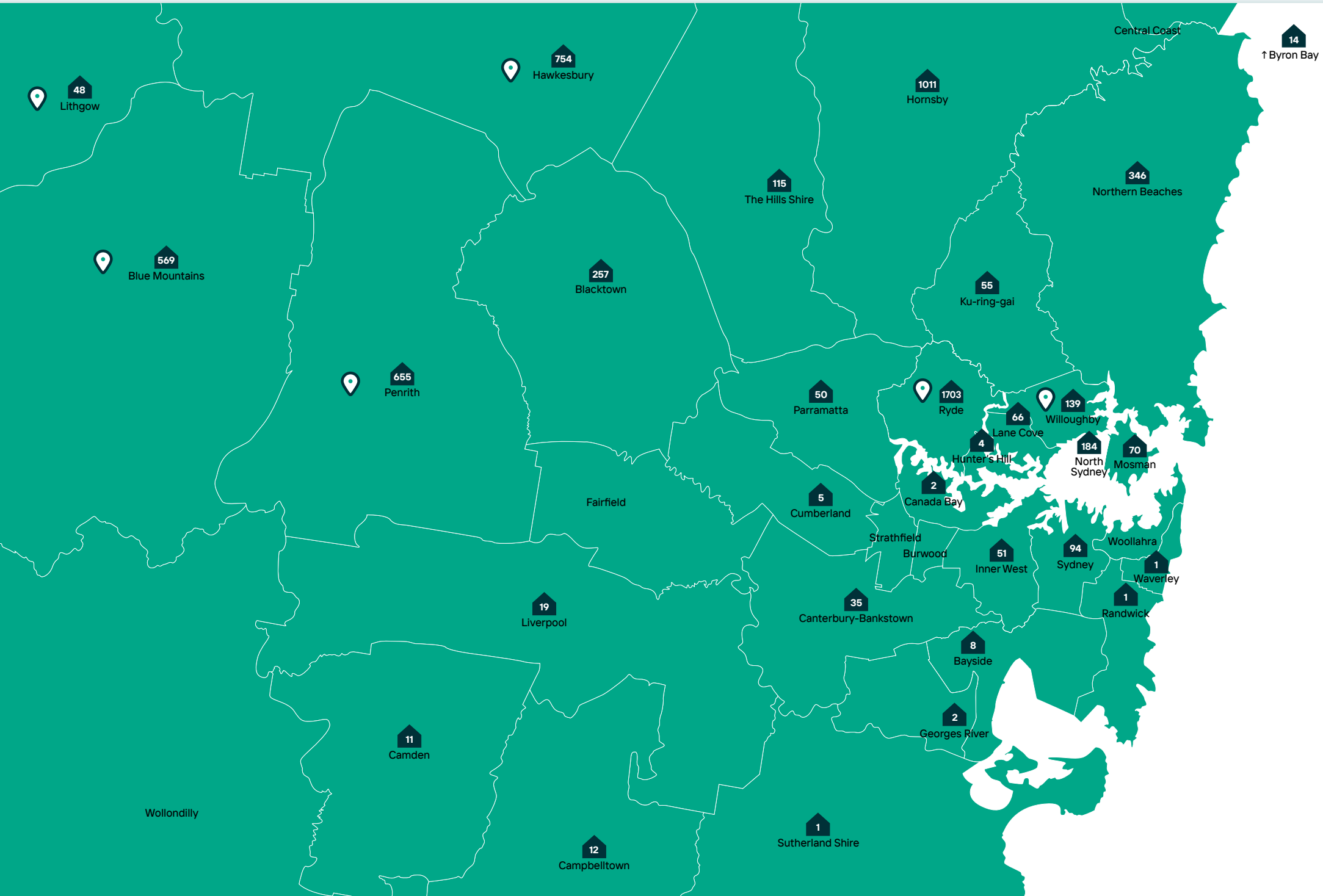
Private Rental Subsidy
Rent Choice Start Safely

Partnership with Head Start Homes to support social and affordable housing tenants to become homeowners

We value collaboration and work closely with our partners to deliver coordinated programs and services for our customers.

Drop-in Resident and Community Support Hubs

Northern Sydney Service System Coordination in partnership with Bridge Housing, SGCH and Women's Housing Company


48
Lithgow
754
Hawkesbury
1011
Hornsby
Central Coast
14
↑ Byron Bay
115
The Hills Shire
346
Northern Beaches
569
Blue Mountains
257
Blacktown
55
Ku-ring-gai
655
Penrith
50
Parramatta
1703
Ryde
139
Willoughby
66
Lane Cove
4
Hunter's Hill
184
North Sydney
70
Mosman
2
Canada Bay
5
Cumberland
Fairfield
Strathfield
Burwood
51
Inner West
94
Sydney
Woollahra
1
Waverley
1
Randwick
19
Liverpool
35
Canterbury-Bankstown
8
Bayside
2
Georges River
11
Camden
Wollondilly
1
Sutherland Shire
12
Campbelltown

Our Homes

6,280

total homes in management as of June 2026

Property numbers by LGA

Office Locations

Property type

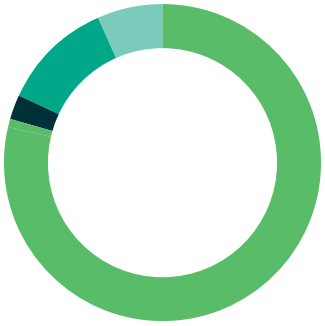
Apartment	218	Group Home	308	Townhouse	746
Boarding Houses	29	House	1492	Units / Duplexes	3218
Community Room	28	Other	1	Vacant Land	2
Duplex	2	Semi-Detached	7	Villas	229

Housing Categories



Affordable Housing	454
Crisis Accommodation	36
Disability Housing	302
Social Housing	5,288
Transitional Housing	200

Social Housing



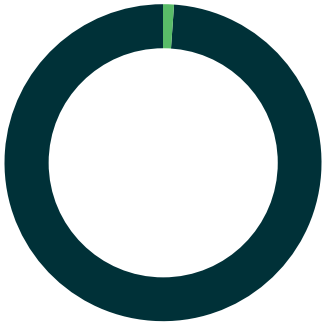
Capital	4,211
Fee for service (FFS)	133
Leasehold	602
Owned	342

Affordable Housing



Capital	6
Fee for service (FFS)	304
Leasehold	19
Owned	125

Disability Housing



Capital	4
Fee for service (FFS)	298



Link Wentworth provided homes for approximately 10,000 people across New South Wales in 2025-26. Our resident population is diverse and engaged, with a high proportion aged over 45 years old.

Each of our residents has a story to tell, a community they belong to, and the right to a safe, secure, affordable home.

Who our residents are*

166 Single Youth Tenancies (under 25)

97.99% Occupancy Rate

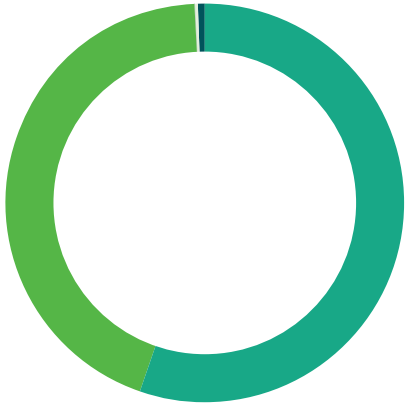
1,671 Tenancies held by Single Women over 55

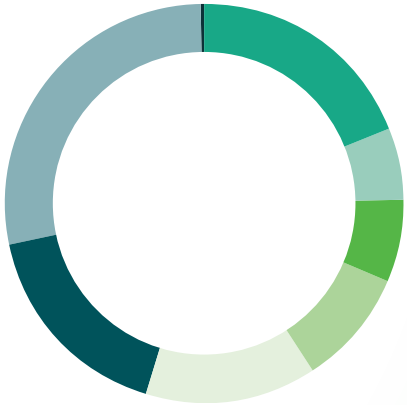
614.26 Average weekly income

419 Residents identify as Aboriginal or Torres Strait Islander

Female	4,837
Male	3,853
Non-Binary	3
No Data	1
Question Declined	3
Transgender	6
Unknown	42

Occupants <=18	1,663
Occupants 19-24	523
Occupants 25-34	583
Occupants 35-44	807
Occupants 45-54	1,222
Occupants 55-64	1,479
Occupants 65+	2,447
Not Stated	24





8,512
Social housing residents

675
Affordable housing residents

1,227
Residents who moved in and out of our homes in 2025-26

*This profile is based on the 8,748 residents recorded in our main housing management system.



Aunty Ann Weldon OAM.
Image supplied and approved for use by the Weldon family.

Leaving a Legacy

Vale Ann Weldon OAM

By Andrew McAnulty

I would like to record my humble condolences to the family, friends, communities, and all who knew and loved Aunty Ann Weldon who sadly passed away on Easter Sunday 2026. She leaves a truly enormous legacy.

Aunty Ann's extraordinary work and generosity of spirit have been widely acknowledged and acclaimed, for the impact she has had on those who had the benefit of ever being within her sphere.

I wanted to add to these acknowledgements, by sharing how she affected me, personally and in my own work, and the spirit that drives so much of what we do at Link Wentworth.

For almost 19 years now, I have shared a quote from Aunty Ann, at the end of almost every internal and external presentation I have made: "Leaving Legacies and not Building Empires."

The profound wisdom in her words, for me, personally and for my ambition for Link Wentworth, is the clear path it maps for making a positive difference in the lives of other people, through our empathy, our kindness, our humility... and indeed our determination. It is a guiding principle for our determination and ambition to ultimately leave the world a better place.

I regarded Aunty Ann as my friend; indeed, in recent years, she gave me some of the biggest encouragement I've had in my entire career when she said to me at the end of an event about 10 years ago, "You are deadly Andrew, and what Link Wentworth does is deadly too". I can remember feeling just so happy and proud to have received this guidance from an Elder; a leading human rights activist; and a woman who I admired so much.

Aunty Ann Weldon was the most inspirational person I have ever known. She was an incredible human rights activist, ambassador and leader.

To honour Aunty Ann Weldon, I announced the creation of a new Scholarship within the Link Wentworth Scholarships Program earlier this year. With the approval of the Weldon family, the Aunty Ann Weldon Legacy Scholarship will annually award two First Nations Link Wentworth residents a grant of $2,000 to recognise and perpetuate Aunty Ann's profound and enduring work of caring and supporting people at their time of need and building thriving communities.

Aunty Ann's life's work has generated an enormous positive legacy – across the entire breadth of our communities and beyond, her legacy is something we all have an obligation to build upon and guide us to do even more.

Planning for our future

Our 10-Year Strategic Plan 2025-2035

As demand for social and affordable housing continues to rise, our 10-year Strategic Plan sets a clear path for providing homes, building futures and creating thriving communities.

We have intentionally emphasised 'creating thriving communities' in our 10-year Strategic Plan, recognising that our role extends beyond providing homes. Many of our residents rely on social and community supports, and our deep local partnerships enable us to connect them with services that enhance wellbeing, independence and opportunity. These relationships help build stronger, safer and more inclusive communities.

By embedding **'creating thriving communities'** into our vision, we acknowledge that community-building is fundamental – making it possible for individuals, families, and communities to thrive for generations.

Guided by our core values of customer focus, ambition, integrity, respect, and compassion, the strategy is built on insights from residents, frontline staff and experienced leaders.

Together, we are delivering meaningful outcomes for those who need them most and shaping a sustainable future for the community housing sector.

10-Year Strategic Plan

People and Culture

We will foster an environment where our staff can thrive, safely contribute to impactful work, and connect to Link Wentworth's mission and purpose.

ESG and Impact

We will grow our positive environmental, social and governance impact, and celebrate our outcomes.

Processes and Enabling Technology

We will have fit-for- purpose, user friendly, digitised processes that enable our people to deliver greater value to customers and empower our customers to operate more independently.



Advocacy and Thought Leadership

We will be a strong advocate and driver of thought leadership for our customers and sector.

Financial Sustainability

We will be a financially strong organisation that decides its own destiny, including where it operates and the outcomes it pursues for those in need.

More Homes and Services

We will leverage our profit-for-purpose model and innovative partnerships to deliver more fit-for-purpose social and affordable housing and procure more quality services.

Customer Service

We will provide services that are customer-centric, inclusive, and responsive, by actively involving customers to shape services.

Our 3-Year Strategy 2026-2029

Designed to work as part of our overarching 10-year Strategic Plan, our 3-year strategy is about building the organisation we want to be: stronger, more capable and better equipped to support the people and communities who rely on us every day.

This Strategy was directly shaped by our staff – almost 200 of whom participated in one of 20 small team-based workshops with our CEO and Executive Leadership Team.

Over the next three years, success means building the capability, confidence and culture to thrive in a changing environment. It means having the right tools, systems and support so we respond to people's needs with care, consistency and professionalism.

Most importantly, it means working together with purpose and pride. As part of the 3-year strategy roll-out, we used the analogy of the bus to remind our staff that we are all heading in the same direction, on the same path, together.

Using the seven strategic domains from our 10-year strategy as a foundation, the 3-year strategy draws on 8 delivery priorities, broken up into four key commitments and four key enablers.



Our Top Eight Delivery Priorities

Key commitments

1. Build a future-ready organisation
2. Implement Digital transformation
3. Maintain our Homes
4. Deliver 500 new social and affordable homes

Key enablers

5. Secure the financing required to deliver our new homes
6. Refine how we deliver our services to our customers
7. Develop a framework to understand and measure our impact
8. Execute the Environmental, Social, and Governance (ESG) Action Plan

Our strategic plan identifies eight top delivery priorities that will make the biggest difference for our staff, customers, and communities. These priorities focus our collective effort and give us a clear picture of what must be delivered to strengthen our services and systems.

The first four priorities shape the company's focus and deliver better outcomes for staff, customers, partners, and the community. Priorities five to eight serve as essential enablers that measure progress and enhance quality.



CEO Andrew McAnulty at the Queenscliff mid-way celebration event

Delivering more homes

Housing with community at its core

We are pleased to report that 2025-26 was a strong year of action on our core mission to deliver more social and affordable housing.

The Federal Government's Housing Australia Future Fund (HAFF) has provided Link Wentworth with a unique opportunity to maximise our expertise and financial strength to deliver more homes to people who need them. This year we were pleased to add an additional project in Punchbowl to our HAFF pipeline, bringing our current number of projects to nine.

Additionally, we have invested in a further three developments under the NSW Government's Core and Cluster funding, which unlocks the delivery of services to women and children escaping domestic and family violence.

Link Wentworth is also in the funding procurement stage for a youth transitional accommodation in partnership with Platform Youth Services.

When the current pipeline of projects is completed over the coming years, Link Wentworth will have delivered 619 new homes. This represents the biggest and most substantial construction phase in our organisation's history and cements our reputation as a trusted partner of government.

45 homes delivered in Cammeray and Rouse Hill

In 2025-26, we completed the first two of our HAFF projects, on time and on budget. Both developments were nominated for industry awards for affordable housing, with Rouse Hill a multiple-time finalist.

Our Cammeray property (12 units, including three accessible apartments) was officially opened in November 2025 by Senator the Hon. Jenny McAllister, Minister for Disability and the National Disability Insurance Scheme. In December 2025, the Hon. Clare O'Neil, Minister for Housing, attended the Cammeray development to speak directly with our residents and learn more about our purpose-built social housing.

Our Rouse Hill property (33 units) was opened in April 2026 by the Hon. Clare O'Neil, Minister for Housing.

47 homes under construction

This year we commenced construction on two HAFF projects in Pennant Hills and Queenscliff. Due for completion in late 2026, these projects will deliver 47 new social and affordable dwellings.

In February 2026, we celebrated the midway point of construction on our development in Queenscliff, with an event attended by the Hon. Rose Jackson MLC, Minister for Housing and Homelessness and local MPs including Zali Steggall OAM, James Griffin and Michael Regan.

5 additional homes secured for women escaping domestic and family violence

We purchased and completed extensive renovations on our new NSW Government-funded Core and Cluster project in Blacktown. This complex provides five self-contained, pet-friendly townhouses and an onsite support office for women escaping domestic and family violence. The refuge was officially opened by the Hon. Jodie Harrison MP, NSW Minister for Women.

466 additional homes in the pipeline

We currently have 458 homes moving into the construction phase, including projects in Lane Cove North, Schofields, Macquarie Park, Thornleigh, Punchbowl, Windsor and Hornsby.

- 452 HAFF homes to commence construction in FY2026-27
- 6 Core and Cluster homes to commence construction in FY2026-27
- 8 youth transitional accommodation dwellings, in partnership with Platform Youth Services.

While conditions across the construction sector remain challenging, including labour shortages, planning complexity and cost escalation, Link Wentworth continues to actively manage development risk through early contractor engagement, disciplined procurement and strong project governance.



Life-changing housing and community in Cammeray

Julie was at risk of homelessness in 2020 when her son died unexpectedly and her partner returned to the UK, leaving her with no income.

She's now one of 12 residents in our new Cammeray social housing complex, saying access to housing and support from Link Wentworth has been life-changing for her.

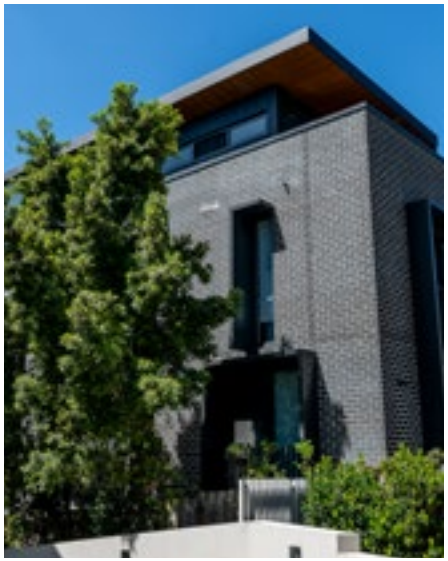
"I have an accessible disability unit, which I need as I live with chronic pain. It's nice, bright, and has a huge bathroom. I live locally to shops, parks and cafes – it's a good area.

"There's something quite comforting about living in social housing. There's people around and activities you can get involved in, like the Link Wentworth Art Program and Scholarship Awards, so you're not socially isolated. I feel grateful to Link Wentworth."

Link Wentworth resident Julie pictured at the opening of our 12-unit development in Cammeray.

Supply of new homes

Cammeray



12 social homes

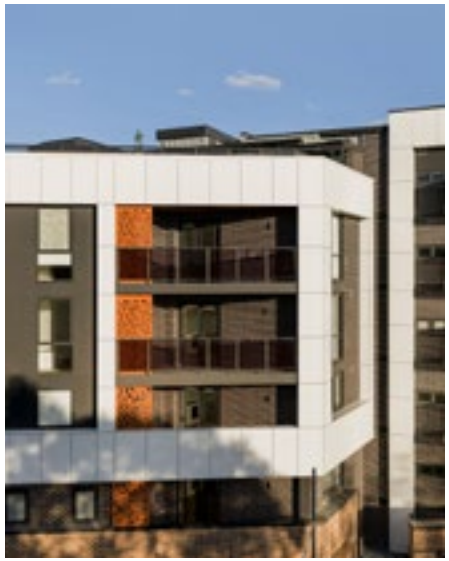
Partners

North Sydney Council, Department of Communities & Justice

Status

Building finished and fully occupied

Rouse Hill



33 social homes

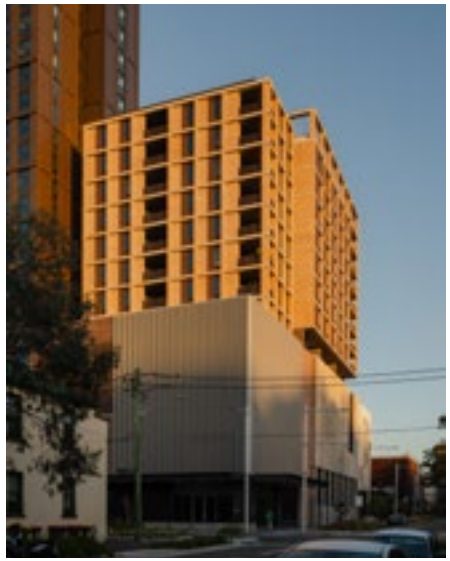
Partners

Department of Communities & Justice

Status

Building finished and fully occupied

Waterloo South



56 social homes

Partners

Homes NSW

Status

Delivered by Homes NSW, Link Wentworth management from November 2025

Queenscliff



37 social homes

Partners

Department of Communities & Justice, Landcom

Status

Construction commenced

Pennant Hills



10 homes for seniors

Partners

Department of Communities & Justice

Status

Construction commenced

Macquarie Park



141 social and affordable homes

Partners

Homes NSW, Landcom

Status

Construction commencing September 2026

Schofields



63 social homes

Partners

Homes NSW, Landcom

Status

Construction commencing September 2026

Lane Cove North



86 social and affordable homes

Partners

Homes NSW

Status

Construction commencing September 2026

Punchbowl



114 social homes

Partners
Homes NSW

Status
Design development

Thornleigh



48 homes for seniors

Partners
Homes NSW

Status
Construction commencing 2027



Blacktown

5 crisis accommodation

Partners

Department of Communities & Justice, Domestic Violence Service Management

Status

Building finished and fully occupied

Windsor

2 crisis accommodation

Partners

Department of Communities & Justice, Domestic Violence Service Management

Status

Construction commencing end of 2026

Hornsby

4 crisis accommodation

Partners

Department of Communities & Justice, Domestic Violence Service Management, Women's Community Shelters

Status

Construction commencing end of 2026

Penrith

8 youth accommodation dwellings

Partners

Platform Youth Services

Status

Funding procurement



New development in Rouse Hill



Minister Rose Jackson attended our Queenscliff mid-way celebration event



Images taken inside our development in Cammeray



Federal Housing Minister Clare O'Neil (third from right) pictured with Link Wentworth staff and residents, government officials and community representatives at the opening of our 33-home development in Rouse Hill



Images taken inside our development in Cammeray



Link Wentworth staff member Kate (centre) assisting residents Dianne and Alan

Providing quality services

More than tenancy management

Link Wentworth manages 5,288 social housing homes, 302 Specialist Disability Accommodation (SDA) homes, 200 transitional accommodation properties and 36 crisis accommodation properties. Under our registered real estate agency, Link Wentworth Affordable, we also manage 454 affordable homes.

We recognise that many of our residents face complex health and social challenges that can impact their housing. Link Wentworth supports its residents to maintain their tenancies, engage with their communities and access opportunities to build positive futures.

564 residents supported by our Sustainable Tenancies Team

Our Sustainable Tenancies Team works across our portfolio, using a trauma-informed case management approach to help vulnerable residents overcome challenges impacting their housing, safety and wellbeing. This year, 564 residents were supported by our Sustainable Tenancies Team, including 84 residents who received further specialist support through the team's Hoarding and Squalor program.

182 households across five sites benefit from the Neighbourhood Improvement Program

This year, Link Wentworth's Neighbourhood Improvement Program supported 182 households across five of our larger social housing communities. Driven by the commitment of staff and volunteers, the program focuses on some of our most vulnerable residents by improving shared physical spaces and strengthening social support.

Through community clean-ups, maintenance works, garden upgrades, tenancy support, resident events and a stronger staff presence on site, the program demonstrated the effectiveness of place-based, community-led responses. It also contributed to a significant reduction in rental arrears at one site, reflecting its broader impact on tenancy sustainment, resident wellbeing and community stability.

Strengthening housing and mental health in Northern Sydney

In partnership with Northern Sydney Local Health District, Link Wentworth is actively implementing the Housing and Mental Health Agreement 2022 and has reported on local progress through the NSW Health Housing and Mental Health Agreement State Steering Committee. This work strengthens coordination between housing and health partners and supports more consistent responses for residents with complex mental health needs.

112 home modifications completed on our properties

Link Wentworth completed home modifications to 112 social housing and Specialist Disability Accommodation (SDA) properties, making homes safer and improving living experiences for residents.

29 new affordable homes under management

We began managing 23 new apartments in St Leonards owned by Hyecorp Property Group – the second of three projects Link Wentworth is partnering with Hyecorp to deliver. We also expanded our partnerships with local councils, including Inner West Council (six new properties added) and Lane Cove Council, which renewed our contract for a further five years.

25 clients supported through meanwhile-use housing in Waterloo

Alongside our partners, Link Wentworth launched the Waterloo 20 meanwhile-use housing program in Waterloo South. More information on page 36.

Deepening our partnership with Head Start Homes through the Wollongong Affordable Housing and Home Ownership Program

Link Wentworth is proud to partner with Head Start Homes on the Wollongong Affordable Housing and Home Ownership Program, funded by Wollongong City Council. We contributed our community housing expertise to help develop the program, which supports people on low to moderate incomes who are exiting social or affordable rental housing towards home ownership. As the community housing provider, Link Wentworth will provide tenancy management services to people living in six affordable homes, with Head Start Homes providing a pathway to home ownership through their specialised support. The partnership reflects our commitment to innovative housing models and better housing outcomes.

Supporting residents to thrive through Specialist Disability Accommodation

Link Wentworth is proud to manage a portfolio of Specialist Disability Accommodation (SDA), supporting residents to live in homes that are safe, suitable and responsive to their needs. This year, the SDA Team improved responsiveness to property and maintenance matters, while continuing to demonstrate professionalism and care in their work. Staff across Link Wentworth completed NDIS Worker Screening, reflecting its commitment to safeguarding high standards of customer service and continuous improvement.



From left: Link Wentworth staff Kelly, Michele and Nerida.


Link Wentworth Tenancy Manager Amy


Member of the public being assisted at our Blue Mountains Community Support Hub.



Link Wentworth Community Programs Coordinator Vanessa with resident Shelley



Link Wentworth Community Programs Coordinator (Aboriginal Identified) Tasma pictured at our Blue Mountains Community Support Hub

Improving our homes for our residents

We are committed to providing properties that are safe and functional. This year, our Assets and Portfolio Teams continued its focus on quality, safety, timeliness and efficiency in our operations, to ensure our residents continue to feel comfortable and proud in their homes.

1,500 property assessment surveys (PAS) completed, plus introduction of Infrastructure Property Assessment Surveys (IPAS)

Through the IPAS—which is a building wide inspection program that examines shared parts of our complexes, such as lifts, fire safety systems, common areas and more—we have been able to significantly improve visibility over the condition of the properties we manage. With the introduction of IPAS in 2025-26, we have also started to leverage technology and resources to understand the condition of multi-unit complexes in 250 locations. This investment helped identify over 880 individual medium- to high-priority maintenance issues that have been triaged and actioned.

1,900 quality and safety audits completed

Guided by our Quality and Safety Framework, Link Wentworth conducted a large-scale audit of contractor, field and responsive operations streams. By proactively monitoring the quality and safety of services delivered across our portfolio, these audits ensure residents live in homes that are safer, well-maintained and supported by reliable service delivery.

Providing housing and homelessness solutions

Link Wentworth provides a range of services and support to people who are homeless, at risk of homelessness, experiencing domestic and family violence, or needing help to access accommodation or sustain a tenancy. This may include support to leave an unsafe situation, secure short- or long-term housing, maintain a private rental property, and connect with services that promote safety, stability and wellbeing.

Our Housing Solutions team provides practical, responsive support to people experiencing homelessness, housing stress or housing instability, helping them apply for social housing, access temporary accommodation and explore suitable longer-term housing options. The team also delivers NSW Government Private Rental Assistance products across the Ryde, Hornsby and Ku-ring-gai local government areas, supporting eligible households to establish or sustain private rental tenancies and delivers Temporary Accommodation to people experiencing homelessness.

Across Penrith, the Blue Mountains and Hawkesbury, Link Wentworth delivers Homelessness and Tenancy Support Services and Domestic and Family Violence Services. Funded by the NSW Department of Communities and Justice, these services provide early intervention, outreach, case management and practical housing support. Depending on each person's circumstances, we may help them leave domestic and family violence safely, access crisis, temporary or longer-term accommodation, sustain an existing tenancy, and connect with specialist and community supports.



Ngarrunga International Women's Day celebration

In 2025-26, our Housing Solutions team helped 882 people. Of the 882 people helped...

- 538 families or individuals were given a long-term home with Link Wentworth.
- 257 people were provided with temporary accommodation, with 90 successfully transitioned into long-term housing.
- 62 people received a Private Rental Subsidy (PRS) while waiting for social housing.
- 25 clients received the Start Safely subsidy.

In 2025-26, our Specialist Homelessness Services Team and partners helped 666 people. Of the 666 people helped...

- 173 people were supported by our Adult Homelessness and Housing Support Service.
- 139 people were women and children supported by Nurreen.
- 58 people were supported through our Tenancy Support Service.
- 296 people were helped through our partners DV West, Community Restorative Centre, Platform Youth Services, The Gender Centre and Lithgow Community Projects.

8,944 meals provided to residents and clients through partnership with Dignity

Our partnership with Dignity continues to meet the needs of the community, with an average of 172 meals provided per week from our West Ryde and Penrith offices.

831 social housing applications were processed

Our Allocations Team processed 831 applications for social housing through Housing Pathways.

116 people helped through our new award-winning Drop-in Doc health service

With partners Wentworth Healthcare, the Nepean Blue Mountains Primary Health Network and Octa Medical, we launched Drop-in Doc, an innovative health service for people experiencing homelessness or at risk of losing their housing. The weekly service responds to a critical gap for people with complex health needs who may face barriers accessing and navigating the health system. Operating from Penrith PCYC, the free walk-in service brings healthcare, housing support and service navigation together in one accessible setting, delivered by a GP, nurse and Link Wentworth Care Coordinator. Patients can receive medical examinations, scripts, referrals, skin checks, vaccinations, housing-related assessment forms and practical help connecting with ongoing supports.

In June, Drop-in Doc won a Western Sydney Community Forum ZEST Award for Outstanding Project, Stronger Communities.

4 medical students completed placements

Link Wentworth and Western Sydney University are partnering to provide medical trainees with an immersive, community-based learning experience within our homelessness services. Working at Link Wentworth's office and the outreach Drop-in Doc service, students are seeing firsthand the complex health and social needs faced by people who are homeless or at risk of homelessness.

Support from homelessness into safe housing

An applicant had been living in their car for four months when Link Wentworth offered them a home in Katoomba through the Housing Pathways list. After months of uncertainty, being able to sleep in a safe and secure home marked a significant turning point for them. Their new home provides the stability, privacy, and sense of security needed to support their wellbeing and create opportunities to rebuild their life.



Link Wentworth team at the 2026 ZEST Awards

Support for people experiencing domestic and family violence

Link Wentworth's Domestic and Family Violence Team provides safe housing options and wraparound support services for women and children escaping domestic and family violence. This includes our refuge, Ngarrunga, funded through the NSW Government's Core and Cluster program, as well as other temporary accommodation and crisis accommodation offerings.

52 women, 21 children and 14 pets supported through Ngarrunga

Along with crisis accommodation, Ngarrunga supports our clients by organising weekly art therapy sessions, Mother's Day celebrations, community outings, back-to-school programs and donation drives, among other initiatives. Of the 52 women and 21 children assisted at Ngarrunga, 19.6% were Aboriginal and Torres Strait Islander clients.

41 women received a SafeStart Essentials package

The SafeStart Essentials package helps Ngarrunga clients purchase appliances and whitegoods for setting up their new home. Link Wentworth received $40,000 in funding from North Richmond Panthers, Windsor RSL Club, Richmond Club and Windsor Leagues Club under the Hawkesbury City Council's ClubGRANTS program for this initiative.

86 women attended Ngarrunga-hosted International Women's Day celebration

Our International Women's Day celebration brought together 86 women from our Nurreen and Ngarrunga services, staff and community members for activities focused on wellbeing, self-care and community engagement. Our guest speakers, Brooke Talatina, NRLW player, and Samantha Jade, domestic and family violence advocate, shared powerful stories of resilience, determination and overcoming challenges. We thank our generous sponsors and community partners who made this event possible.

3 additional Core and Cluster developments secured for women escaping domestic and family violence

In FY2025-26, Link Wentworth signed contracts for three new Core and Cluster developments, which will provide housing and wraparound support for women and children escaping domestic and family violence. One of the properties has already opened, with two additional projects currently under construction.

2 more temporary accommodation dwellings for women and children

We expanded our partnership with Ryde-Eastwood Leagues Club and The Northern Centre to provide more accommodation and support for women and children escaping domestic and family violence. There are now two units available for temporary accommodation, with a third unit coming on board in 2026-27 and more in the pipeline.

Restoring stability and security with SafeStart Essentials

After escaping domestic and family violence with her two children, Mary* was supported by our Domestic and Family Violence Services Team to move from one of our women's refuges into stable housing.

With little more than clothes and personal items, a SafeStart Essentials Package helped Mary purchase the essential household items she needed to turn the empty house into a safe family home.

The impact of Link Wentworth's support for Mary extended far beyond these practical items. As her confidence grew, so did her outlook for the future. Mary expressed immense gratitude for the support she received and shared that, for the first time in a long time, she felt excited and hopeful about the future. The package provided not only practical assistance but also dignity, stability, and the opportunity for her family to begin healing in a safe environment.

*Not her real name

Listening to our residents

The ideas, insights and experiences of our residents are critical to driving continuous improvement across our organisation. That is why Link Wentworth is committed to embedding the voices of our residents in the development and delivery of all our services, programs and policies.

37 residents took part in the Tenant Advisory Group

Our Tenant Advisory Group (TAG) continued to provide valuable insights, feedback and recommendations that helped inform organisational priorities, community initiatives and service improvements. Our three smaller sub-committees provide input on specific areas of the business.

- Service Improvement Sub-Committee (new in FY2025-26) – 7 members
- Policy Review Sub-Committee – 6 members
- Editorial Sub-Committee – 10 members

79% of residents satisfied overall with our services

- 41% response rate (above 35% CHIA benchmark)
- 79% overall satisfaction
- 76% satisfaction with condition of home
- 72% satisfaction with repairs and maintenance

Our biennial Tenant Satisfaction Survey (TSS) is both a key measure of our performance and an indicator of opportunities for improvement. The most recent survey took place between August and October 2025. 75 staff members helped to collect feedback at 47 events. 2,406 people responded to the survey.

We were pleased to see levels of satisfaction remained consistent with previously high results in the 2023 survey. This year we collaborated with residents to co-design a Tenant Satisfaction Action Plan to drive our efforts in this area. The process began with five Tenant Voice Forums for residents where survey results and ideas for the action plan were shared. A steering committee was established to oversee progress and hold us accountable for delivering the plan.

31 residents contributed to Community Connect resident newsletter

Our quarterly resident newsletter Community Connect promotes tenant-led content, and is produced by an Editorial Committee, which includes 10 Link Wentworth residents. Throughout the year, 31 residents had work published in Community Connect online and in print, through interviews, articles, artworks, questions and suggestions. We ran the Community Connect Awards to celebrate and thank the writers and artists who contributed.



Image from our Tenant Voice Forum



Link Wentworth resident Cate pictured at a TAG meeting

Reflections on the TAG in 2025-26



written by TAG member Lynne

When I joined Link Wentworth (or Wentworth Housing as it was then) I'll admit that I was apprehensive about joining the Tenant Advisory Group (TAG). After meeting other residents and various members of the staff, I became more involved and realised both groups were there not only to meet up for a nice lunch, but to genuinely work together to solve what problems they could and to work for the benefit of all residents. I was hooked!

Over the past 12 months these meetings have worked on a plethora of ideas and problems, and, hopefully, provided a solution or two. One particular idea previously raised at a meeting, was discussed with the relevant staff areas, and then, after a time to hone the finished product, the result is a booklet assisting to navigate the sometimes difficult planning for End-Of-Life. The completed booklet is available on the Link Wentworth website.

In the interest of expediency, some of the more "newsworthy" items and views presented in 2026 are listed as dot points.

- On the subject of websites, with a flick of a switch, residents for whom English is a second language, are able to read relevant articles in their native language.
- CEO Andrew McAnulty presented a 10-year strategy and a 3-year strategy. These make for interesting meetings.
- August 2026 saw the opening of Yarn Up days in four different locations across the Link Wentworth area. These should be a great social interlude for Indigenous residents to share knowledge and friendships.
- Educational Scholarships are being granted again this year. Having been the recipient of one of these several years ago, I know how much the grant given freely to supplement the cost of learning is appreciated. Many recipients go on to better employment and an increase in the sense of self-worth.
- There are again Gardening Competitions, Art Competitions as well as regular Hubs in main centres of Link Wentworth.
- 2026 has seen the introduction of the Aunty Ann Weldon Legacy Scholarships (2) for Indigenous residents. This was introduced as a memorial to Aunty Ann Weldon, who died earlier in 2026.

Thank you to all the staff who have shared these meetings with residents. Thank you to residents who freely give of their time to "do their bit" to give a voice to those without one.

I am so proud to be part of the TAG and to have had the opportunity to meet new people and to get to know them better over the years.

Creating thriving communities

Through our Community Programs Team, Link Wentworth supports residents to connect, access opportunities and build confidence to maintain stable housing and create positive change in their lives. Resident engagement activities are guided by the Link Wentworth Community and Place Strategy 2024-26, Link Wentworth Organisational Strategy, United Nations Sustainable Development Goals, CHIA ESG Reporting Standard for Australian Community Housing and the NSW Human Services Outcomes Frameworks.

Through our programs, we focus on improving wellbeing, reducing disadvantage and creating sustainable communities. We are thankful to our partners, who provide vital funding, resources, expertise and extra support to help us deliver these programs and activities.

Encouraging connection and creativity through the Cranebrook Family School Holiday Program

In collaboration with Barnardos Cranebrook and Nepean Community & Neighbourhood (NCN) Aboriginal Services, the Community Programs team delivered free creative and community-focused activities to keep students and families entertained during the school holidays. Supported by a Magnetic Places grant from Penrith City Council, the program ran over six days across the year, with 220 residents taking part. Activities included arts and crafts workshops, Play-Doh and other games, gardening, face-painting and healing and wellbeing sessions. A highlight was the art workshops and mural-painting with local artists. Guided by community artist Danielle, kids and parents helped paint a beautiful 20-metre mural.

The program was nominated for a 2026 ZEST Award in the Outstanding Project – Community Arts and Culture category and will be returning in FY2026-27.

"The holiday program has given me the opportunity to get to know other residents, other parents, and make some new friends...I love seeing [my kids] be able to be creative, have fun and find new ways to play with their neighbours."

Elle,
Link Wentworth resident

Watch the video



Two young participants enjoy the School Holiday Program

Key programs in 2025-26

Together with our partners, we ran 19 engagement initiatives and programs to strengthen our local communities.

- 253 residents awarded scholarships through our Annual Scholarship Program, totaling $220,000 in funds
- 19 young residents signed up to the Youth Rent Incentive Scheme
- 4 maintenance pop-up events held
- 5 properties refreshed through Tidy Together Days
- 26 properties took part in Bushire Resilience Program
- 8 Drop-In Sessions hosted across Pennant Hills, Hornsby, Lithgow and Chatswood
- 40 Community Support Hubs held across Ryde, Penrith, Blue Mountains and the Hawkesbury
- 11 Tenant Satisfaction Engagement Pop-Ups held
- 349 residents attended 5 End-of-Year Celebrations
- 37 residents participated in Tenant Advisory Group
- 6 School Holiday Program events held
- 42 Community Dinners hosted across 4 locations
- 121 Cuppa & Yarn visits across seven sites
- 24 residents joined the Chapel Street Resident Engagement Program
- 5 Tenant Voice Forums held
- 34 residents entered our Growing Communities Gardening Competition
- 2 Community Gardens operated through the Growing Communities Garden Project
- 34 resident artists created 55 artworks for the No Place Like Home Resident Art Exhibition
- 204 people engaged with our Bereavement Support resource



Link Wentworth resident and artist Larissa with her dog and muse Lulu



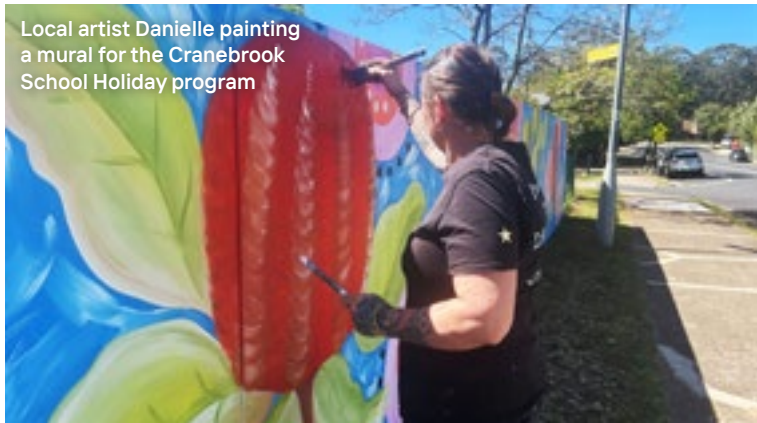
Link Wentworth resident Ashton performing at our Scholarships Awards ceremony



Link Wentworth staff at the Blue Mountains Community Support Hub



Link Wentworth staff at the Granny Smith Festival 2025



Local artist Danielle painting a mural for the Cranebrook School Holiday program

Laying foundations at Waterloo South

Link Wentworth is proud to be part of a consortium selected by the NSW Government to deliver a once-in-a-generation urban renewal project in the heart of Sydney. Delivered with Stockland, City West Housing and Birribee Housing, Waterloo South will deliver over 3,300 new homes in this vibrant community, over 800 of which will be social homes managed by Link Wentworth. This project will remain a strategic priority for Link Wentworth over the coming decade.



Link Wentworth and our Waterloo South Renewal consortium partners at Waterloo Summer on the Green in early 2026

56 homes under management in Waterloo Metro Quarter

FY2025-26 saw us establish our first footprint in the precinct when we commenced management of 56 units in the new Metro Quarter building. We were delighted to learn that Metro Quarter was nominated and was successful in the NSW Architecture Awards in early 2026 in the category for Residential Architecture (Multiple Housing). This is testament to the commitment of Homes NSW and its partners in progressing one of Australia's largest and most significant housing renewal projects, with quality and thoughtful design at the forefront.

20 meanwhile-use homes created in Waterloo South

Link Wentworth helped launch and now manage a meanwhile use accommodation program in one of the existing blocks awaiting demolition, alongside our partners:

- Homes NSW
- Domestic Violence NSW Service Management
- Judge Rainbow Memorial Fund
- Mission Australia
- Neami
- Newtown Neighbourhood Centre
- St Vincent de Paul
- The Gender Centre
- The Haymarket Foundation
- The Salvation Army
- Wesley Mission
- Women's and Girls Emergency Centre
- YWCA
- Lou's Place

As part of the program, called 'Waterloo 20', 25 people have been provided with transitional accommodation while they wait for permanent social housing. Eight residents were supported to secure permanent housing, and 17 clients remain in the block.

Link Wentworth Waterloo Project Team established

Link Wentworth created a dedicated Waterloo project team, led by the newly established executive role of Chief Programs Officer, Waterloo. The five-person team played a key role in running several engagement activities for our residents in 2025-26, alongside our partners. These included barbecues, end-of-year celebrations, pet days and NAIDOC Day.



Image taken inside an apartment at Waterloo Metro Quarter

Working with Stockland, Birribee Housing and City West Housing to design a new Waterloo

The Waterloo South consortium, comprising Stockland, Birribee Housing, City West Housing and Link Wentworth, is committed to listening to the Waterloo community to ensure we understand their housing goals and aspirations for the estate renewal. Working with a wide range of local partners and stakeholders, we have engaged the community through workshops, morning tea sessions and barbecues, hearing their feedback on open space, community amenities, building design and property requirements. This feedback has been taken to the team of architects and Crime Prevention Through Environmental Design (CPTED) experts working on Stage 1 of the Waterloo South Estate Renewal and has contributed to the submission of key State Significant Development Applications.



Thi Thuy (Julianna, centre) pictured with her family in Waterloo Metro Quarter.

“My name is Thi Thuy, but my other name, Julianna, will also do!

I’ve been living in Waterloo for almost four years now. And now my family is moving into the new building at Metro Quarter, with Link Wentworth.

This new home, it’s so beautiful and we are very, very happy. It is a better future for my children and myself. It’s a miracle come true. It’s a lot healthier for my family and we just can’t wait to live here.”

New resident, Thi Thuy (Julianna), as told to Link Wentworth’s Community Connect Resident Newsletter in December 2025



Link Wentworth staff pictured at Home Sweet 2025.

Advocating for Greater Change

Link Wentworth invests time and expertise in raising awareness about the housing and homelessness crisis to help drive better housing outcomes. This includes shaping public policies, collaborating with sector partners, presenting at forums and conferences, sponsoring events and activities and, most importantly, amplifying the lived experience of the people we support.

11 industry presentations, roundtables and sponsorships

Link Wentworth staff, Executive and Board members shared knowledge, experience and learnings at a number of industry conferences in FY2025-26.

- CHIA NSW Community Housing Conference (sponsor)
- AHURI National Housing Conference (sponsor)
- Australian Community Housing Conference (formerly PowerHousing Australia) (sponsor)
- National Housing and Homelessness Forum
- Northern Sydney Regional Organisation of Councils 'Doing Density Well' Forum
- Property Council of Australia's Housing Summit
- Western Sydney Housing Roundtable, hosted by Ed Husic MP
- Australian Local Government Association Housing Forum
- AHI NSW Branch International Women's Day event at the Parliament of New South Wales (sponsor)
- Granny Smith Festival (sponsor)
- ZEST Awards (sponsor)

3 industry board positions

Our Chief Executive Officer, Andrew McAnulty, is the Deputy Chair of Australian Community Housing. Andrew is also a Director of CHIA NSW. Margaret Maljkovic, our Chief Customer Officer, is Chair of the Australian Community Housing Operations Group.

Advocacy events and initiatives

In November 2025, we hosted our third Big Housing Debate with guest speaker Ian McDermott, Chief Executive Officer of one of the largest not-for-profit housing associations in the UK, Peabody. The event was a lively discussion on how to strengthen the NSW housing sector and deliver even greater impact.

Also in November 2025, Link Wentworth hosted its first International Men's Day event to raise awareness about men's mental health and wellbeing. The barbecue lunch was championed by tenant activists and attended by Penrith City Council Mayor, Todd Carney, as well as residents, staff and service providers.

Link Wentworth was the project lead for the annual Homelessness Street Count in the Ryde-Hornsby-Ku-ring-gai area in February 2026. Link Wentworth staff volunteered with its partners CatholicCare Sydney, Homes NSW and City of Ryde to collect data on the number of people sleeping rough in public places in the area.



Ian McDermott, CEO of Peabody, pictured at the Big Housing Debate luncheon in 2025

In May 2026, with partners Women's Community Shelters and Twilight Aged Care, we celebrated the success of Mosman House with an event and report launched by the Hon. Rose Jackson, Minister for Housing and Homelessness. Mosman House is a meanwhile use project that provided transitional accommodation and support for 57 older women in housing need.

Our Reconciliation journey

The Link Wentworth Reconciliation Working Group (RWG) began implementing its Innovate Reconciliation Action Plan 2025-2027. Internally, all staff completed CHIA-led Cultural Awareness training and held events to mark significant dates, including NAIDOC Week, National Reconciliation Week, National Apology Day, Closing the Gap and Harmony Day. Accompanying cultural education resources were also developed and shared throughout our offices.

In our communities, the RWG championed local Aboriginal weaving artists to attend three Reconciliation Week-themed Community Support Hubs. We commissioned an artwork from Aboriginal resident, Daniel Swift, and also joined the community for another year helping cook the barbecue for the 2025 NAIDOC Week celebration in Penrith. Members of our Reconciliation Working Group and Reconciliation Advisory Group attended the Link-Up NSW Aboriginal Corporation Gala Dinner and the Merana and NAIDOC Ball, both of which Link Wentworth sponsored. We are grateful for the time and expertise of our community-led Reconciliation Advisory Group.

Linkedin	4,124	↑20%
Facebook	3,113	↑5%
Instagram	547	↑13%



Artwork by Aboriginal artist and resident Daniel Swift

$325,000 raised
for Home Sweet 2025



On a chilly night in September 2025, more than 100 people including Link Wentworth partners, sponsors, staff and community members braved the cold to sleep outdoors to raise funds and awareness about homelessness and housing stress. Held for the first time in Western Sydney at the Sydney International Regatta Centre, Home Sweet 2025 raised $325,000 for Link Wentworth's Scholarship Program and our partners, Platform Youth Services and Women's Community Shelters.

Participants heard from the Member for Penrith, Karen McKeown MP OAM and Deputy Mayor of Penrith City Council, Ross Fowler OAM. Powerful videos sharing the lived experiences of clients highlighted the importance of tailored support to help vulnerable people maintain stable housing and build brighter futures. Guests also enjoyed a special guitar performance by Link Wentworth resident and scholarship recipient, Ashton.

Tasma, Dionne and Michele pictured at Home Sweet 2025.



Increasing our effectiveness

Will, Pedro and Gino pictured at the Link Wentworth staff conference.

By continuously improving our systems, processes, technologies and policies, we are strengthening our ability to deliver on our mission: providing more homes and better services for people experiencing housing stress or homelessness.

70% of client calls resolved at first contact

As the first point of contact for our tenants, customers, members of the public, prospective tenants, stakeholders and partners, our Customer Experience Team plays a critical role in delivering effective and responsive customer service. Our team answered 40,794 calls this financial year, which is 157 calls per day. We invested in cross-skilling, tailored coaching, organisation-wide shadowing and field visits to build the team's knowledge and confidence. This strengthened the team's ability to resolve enquiries at the first point of contact, saving customers time and reducing the need to transfer them between different areas. As a result, 70% of client calls were resolved at first contact, alongside an average call satisfaction rate of 91%.

12,283 rent subsidy reviews completed

We completed 12,283 rent subsidy reviews and implemented the sliding-scale calculation as part of the Community Housing Rent Policy. The methodology assesses rent contributions at between 25% and 30% of household income. Most tenants whose income is solely from Centrelink payments will not see a change in the way their rent is calculated and will continue to pay 25% of household income plus 100% of Commonwealth Rent Assistance. This approach ensures eligible households receiving a subsidy are charged rent fairly, consistently and in line with policy. We also completed market rent reviews across the Link Wentworth portfolio and refined automated rent review procedures, improving efficiency and reducing processing timeframes. Updated policies, procedures and frequently asked questions also provided tenants with clearer, more accessible information and made the review process easier to navigate.

Link Wentworth staff member Yani pictured at the staff conference



Environmental, Social and Governance (ESG)

This year marked an important milestone for Link Wentworth with the completion of its ESG Action Plan 2025-2028, a three-year roadmap designed to embed environmental, social and governance considerations across our operations, developments, resident services, workforce practices and governance framework.

The Action Plan aligns with the Community Housing Industry Association (CHIA) ESG Framework and reflects our commitment to creating thriving communities while preparing for emerging climate and sustainability reporting requirements.

Alongside the Action Plan, we completed our FY2024-25 Greenhouse Gas Emissions Report, which establishes an updated emissions baseline and will inform the development of a Decarbonisation Report and emissions reduction pathway to guide future action.

Climate resilience across our homes and offices

Link Wentworth delivered a range of practical measures to improve environmental performance and reduce costs for residents. This year, we:

- Transitioned to a 100% GreenPower electricity contract, reducing market-based Scope 2 emissions to zero.
- Delivered approximately $1.3 million in energy efficiency upgrades through the Community Housing Energy Performance (CHEP) program.
- Installed water-saving devices in 1,134 properties.
- Incorporated rooftop solar infrastructure into new developments at Rouse Hill and Cammeray.
- Transitioned 55% of the organisational vehicle fleet to hybrid vehicles.
- Delivered climate resilience and heat adaptation education through partnerships with Western Sydney University and community housing partners.

We are proud to embed sustainability principles into development and asset management activities by progressing a Master Development Design Brief with consultants. These initiatives will help guide future developments, maintenance programs and procurement activities.

Staff support and organisational governance

Link Wentworth continued investing in its people and organisational culture through leadership development, staff engagement and workplace wellbeing initiatives.
This year, we:

- Achieved our leadership development training target.
- Implemented our Innovate Reconciliation Action Plan.
- Implemented staff engagement and pulse surveys to strengthen employee feedback and engagement.



- Updated key workplace health and safety policies and frameworks.

Strong governance remains a cornerstone of Link Wentworth's approach to ESG. This year, we:

- Maintained 100% compliance with legislative, financial reporting and external audit requirements.
- Achieved 100% Code of Conduct onboarding compliance for new employees.
- Continued regular policy reviews to ensure alignment with legislation and Board-approved frameworks.

Our carbon footprint

The FY2024-25 Greenhouse Gas Emissions Report identified total emissions of 30,255 tonnes of carbon dioxide equivalent (tCO_2-e). The largest source of emissions was energy consumption across approximately 5,844 community housing properties, accounting for 75% of total emissions. Construction and development activities were the second largest contributor, reflecting Link Wentworth's significant investment in expanding and improving housing supply.

Importantly, the report identified several encouraging trends:

- Market-based Scope 2 emissions reduced to zero through the transition to GreenPower.
- Business travel emissions decreased by approximately 75%.
- Employee commuting emissions fell by 7%.
- Emissions from leased residential properties reduced compared with FY2022-23.

These outcomes demonstrate that operational initiatives are already contributing to emissions reduction and sustainability outcomes.



Link Wentworth staff members Dan, Michele and Jo

Looking ahead

The emissions assessment has highlighted the residential property portfolio as the greatest opportunity for future emissions reductions. Priority areas for future action include expanding solar infrastructure, improving energy efficiency, transitioning gas appliances to electric alternatives and supporting residents to access renewable energy solutions.

Over the next year, Link Wentworth will focus on finalising its Decarbonisation Report, undertaking annual carbon reporting, strengthening systems and data collection processes to support future Australian Sustainability Reporting Standards (AASB) requirements, and establishing a staff sustainability committee to build organisational momentum and engagement.

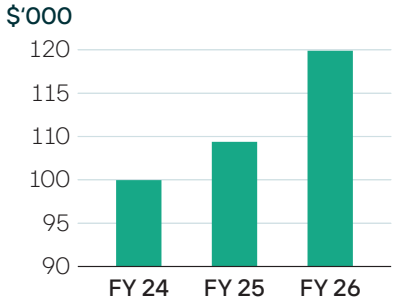
Together, these initiatives will help ensure Link Wentworth continues to deliver positive environmental, social and governance outcomes while creating thriving communities for residents now and into the future.

Financial performance

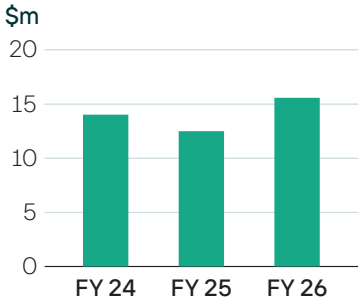
Link Wentworth continued to strengthen its financial position in FY2025-26 while investing in development projects that will support future growth.

The operating performance reflects growth in rental income, increased government program funding and controlled cost management resulting in Net Surplus of $9.3 million with Net Assets of $338.5 million and cash and term deposits of $34.7 million.

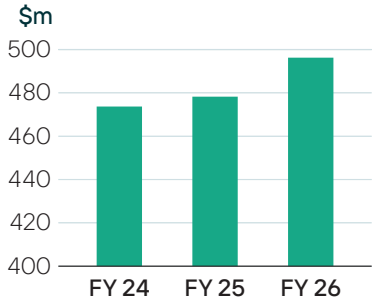
Property related income[2]



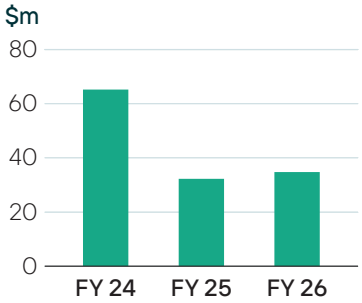
Property maintenance



Total assets



Cash and term deposits[3]



Total operating revenue[1]



	$'000
Property income	84,792
Grants & subsidies	35,025

From Government: 29%
From Customers: 71%

Total operating expenses



	$'000
Rental & Outgoing expenses	43,560
Employee costs	27,907
Maintenance expenses	15,768
Other expenses	9,783
Depreciation/amortisation	2,968
Finance costs	782

Rental & outgoing: 43%
Employee: 28%
Maintenance: 16%
Other: 9%
Depreciation: 3%
Finance: 1%

1 Income excludes property revaluations and interest income 2 Includes rental income, grants and subsidies 3 Reduction reflects investment in housing projects

Three-year consolidated group financial results at a glance

The following financial information disclosures are derived from the Company's financial accounts and presented for additional information. These disclosures are not specified in Australian Accounting Standards, are not audited, and are not a substitute for the audited Statutory Accounts.

The statutory accounts for the year ending 30 June 2026 have been audited and the full copy can be found on our website below under publications: www.linkwentworth.org.au/about/publications/

	FY 24 $000	FY 25 $000	**FY 26 $000**
Property Income	74,864	80,437	84,792
Grants & Subsidies	25,314	28,049	35,025
Property Related Income	**100,178**	**108,486**	**119,817**
Rental & Outgoing Expenses	44,939	45,384	43,560
Property Maintenance	14,125	12,645	15,768
Property Support Services	9,073	8,891	9,303
Property Related Expenses	**68,137**	**66,920**	**68,631**
Customer Support Services	16,682	17,405	18,020
Tenant Advocacy	7,062	6,843	6,878
Customer Related Expenses	**23,744**	**24,248**	**24,898**
Governance	3,508	3,473	3,488
Depreciation & Amortisation	2,450	2,632	2,968
Operating Surplus	**2,337**	**11,213**	**19,831**
Net Interest Income/(Expense)	1,402	1,236	285
Property Revaluation Gain/(Loss)	6,293	10,182	(10,788)
Net Surplus	**10,033**	**22,630**	**9,328**
Number of Dwellings	**6,346**	**6,214**	**6,280**
Balance Sheet			
Investment Properties	357,878	404,238	427,352
Cash & Term Deposits	65,235	32,144	34,696
Other Assets	50,491	42,265	34,373
Total Assets	**473,604**	**478,647**	**496,421**
Lease Liabilities	104,599	98,155	98,300
Grants In Advance	33,853	26,745	20,202
Borrowings	–	–	13,865
Other Liabilities	28,636	24,601	25,580
Total Liabilities	**167,088**	**149,501**	**157,947**
Net Assets	**306,516**	**329,146**	**338,474**



Link Wentworth staff member Deon at the staff conference.

Becoming an employer of Choice

Passionate and talented people are the foundation of the services and programs Link Wentworth provides. That is why we are committed to attracting and nurturing the best people in our industry and building a team with the expertise, experience and professionalism to take our organisation forward.

We pride ourselves on creating a vibrant and dynamic workplace that provides opportunities for everyone to grow with us and achieve their career goals.

What our team looked like in 2025-26:

- 216 people work at Link Wentworth, including 196 full-time staff, 16 part-time staff and 4 casual staff. In addition, we have 9 Board Members
- 38 new people joined the team
- 10 staff are Aboriginal or Torres Strait Islander
- 101 staff have been with us for more than five years
- 60 internal staff movements, including 36 secondments, 12 internal appointments and 12 permanent promotions. Notably, eight of the promoted employees progressed from non-managerial positions into management roles.

Career development

In FY2025-26, Link Wentworth focused on creating opportunities for people to step up into new roles to gain experience and explore future career pathways. Staff had access to acting up opportunities and secondments to different roles, allowing them to gain experience in different positions before securing permanent placements.

Investing in developing our staff

Link Wentworth offered several training opportunities in FY2025-26 to help team members develop their skills. These included:

- Intentional Leadership Training, delivered by the Institute of Managers and Leaders (IML).
- Cultural Awareness Training, delivered by the Community Housing Industry Association New South Wales (CHIA NSW).
- De-escalation Training.

"The IML course was the best course I have ever completed. I got so much out of it. Some of the subjects we covered were psychological safety, how to target questions to get to the root cause of the issue, delegation, coaching skills, and many more that I now carry into my day to day working life. I am extremely grateful to have been given the opportunity to attend and complete this course."

Karen

Bringing our people together for the Link Wentworth Staff Conference

Link Wentworth hosted a full-day Staff Conference this year at CommBank Stadium in Parramatta. The event brought the entire team together to share ideas and insights on the future direction of the organisation, as expressed in our three-year strategy. Formal opportunities to provide feedback and quiz the leadership team about the strategy were combined with fun team-building exercises. It was a great success, and helped ignite a collaborative culture across the organisation.

Staff recognised through external awards

Link Wentworth was proud to see the efforts and achievements of staff recognised with prestigious industry nominations and awards this year. We were delighted to see our Tenancy Manager, Stephanie Holmes recognised in the 2025 NSW-ACT Australasian Housing Institute (AHI) Awards, taking out the Inspirational Team Member Award. We were equally proud of the following staff and projects which also received nominations in the AHI Awards:

- **Billie-Jo Williams,** Future Leader Award
- **LW Community Support Hubs,** Leading Community Engagement Practice Award
- **LW Community Connect Editorial Committee,** Tenant-Led Initiative Award
- **Toni Joseph,** Outstanding Achievement Award

Alex achieves career heights with the help of Link Wentworth

Alex Ross started with Link Wentworth in 2021 as a Tenancy Manager and has since held four different roles across the organisation, including in case work and sustainable tenancies. Recently, Alex secured promotion to the position of Team Leader, Sustainable Tenancies Team.

Alex credits his development at Link Wentworth to the wide variety of roles he was able to try his hand at, as well as the culture of open-mindedness and feedback. "I had opportunities to come up with ideas for business improvements and was given the tools and encouragement to give these ideas a go," Alex says. "Doing those little passion projects on the side really got my confidence up in leading."

Passionate about collaboration and sector capacity, Alex has goals to continue growing as a leader.

"I want to shape policies, procedure, and programs, and help others learn and grow and deliver on excellent service to assist the vulnerable people within the community."

"Whether that's as a Manager or Team Leader, I'm not worried about the title, I'm worried about how I can do the best projects and create the best opportunities."







Clockwise from left: Lakshmi, Brid, Amanda, Maree, Margaret, Elsie, Mharvee, Krystle and Vasumathy at the 2026 staff conference



Executive Leadership

Andrew McAnulty
Chief Executive Officer



Andrew is a respected community housing figure, both nationally and internationally. He has delivered social, affordable, and large-scale urban renewal projects for more than 30 years across Australia and the United Kingdom. Andrew's experience highlights the innovation and vision required to create cutting edge outcomes for projects which link Government, the private sector and the community housing sector – in order to deliver mixed tenure housing and place based urban renewal outcomes which create places for people to thrive.

George Bogdanovic
Chief Financial Officer & Company Secretary



George has over 25 years experience across the private and public sectors with senior roles in finance, enterprise risk, sales, operations, business development and corporate strategy. He is passionate about creating inclusive communities where both safety and opportunity are available to everyone in our society. As a C-level executive he has played key leadership roles in major transformation programs and shaped customer centric organisational cultures enabling teams to achieve their very best. George holds a Bachelor of Economics, Master of Business Administration and is a Fellow of Chartered Accountants Australia New Zealand.

Margaret Maljkovic
Chief Customer Officer



Margaret is a senior executive with more than 30 years' experience leading social housing policy, operations, reform and service delivery across the NSW Government and community housing sector. Her work in housing, homelessness, domestic violence and substance abuse services has reinforced her commitment to safe, affordable housing as a fundamental human right and the foundation for stronger communities. As Chief Customer Officer at Link Wentworth and Chair of the Australian Community Housing Operations Roundtable, Margaret champions improved customer outcomes, sector collaboration, and increased investment in social and affordable housing.

She has led major social housing management transfers, organisational mergers and reform initiatives that have strengthened the capacity and impact of the community housing sector. Margaret holds a degree in Social Sciences and a Real Estate Licence.

Sean Carty
Chief Property Officer



Sean has more than 18 years' experience delivering social, affordable and market housing outcomes. With expertise spanning property development, asset management and portfolio strategy, he has held senior roles across the government, community housing and not-for-profit sectors in Australia and the United States. Sean has extensive knowledge of the housing sector and a strong track record in delivering collaborative outcomes with government, private sector and community partners. As Chief Property Officer, he leads Link Wentworth's property, development and asset management functions, supporting the organisation's growth and long-term stewardship of its housing portfolio. Sean holds a Bachelor of Financial Management and a Master of Real Estate Development.

Eva Gerencer
Chief Communications Officer



Passionate about driving results for communities through collaboration, partnerships and relationships, Eva has worked for over 30 years in the community services industry, covering a wide range of areas including communications, advocacy, social research and project management. She has established and managed communications teams and led the transformation of several not-for-profit organisations through rebranding initiatives. Eva has a Bachelor of Arts, Post Graduate Diploma in Adult Education and is completing a Master of Policy and Applied Social Research.

Denise McGrath
Chief People & Culture Officer



Denise is an experienced People and Culture executive with more than 20 years' experience leading human resources, organisational development and workforce strategy across both corporate and not-for-profit sectors. As Chief People & Culture Officer at Link Wentworth, Denise leads the organisation's people and culture function, driving initiatives that strengthen organisational capability, leadership effectiveness, employee experience and workforce performance.

Denise has extensive expertise in organisational design, change management, employee relations, leadership development, wellbeing and workforce transformation. She has successfully led major organisational initiatives, including restructures, post-merger workforce integration, cultural change programs and the development of contemporary people and culture frameworks. Her collaborative and values-driven approach supports the development of an engaged, high-performing workforce and a positive workplace culture.

Robin Fletcher
Chief Program Officer, Waterloo



Robin has over 20 years' experience in the social and affordable housing sector in Australia and the UK, including roles in operations, strategy, policy and project management. Passionate about delivering high-quality customer focused services, Robin is an expert in best practice service delivery and has experience developing systems and frameworks that deliver positive outcomes for customers. Robin has a Bachelor's in Urban and Regional Geography and Master's degrees in Urban Regeneration and Housing Practice respectively.

Our Board

Mike Allen PSM OAM
Chair



Mike Allen is a respected industry leader, independent housing advisor and former CEO of Housing NSW. He has more than 40 years' experience in social housing management and asset services, homelessness, and community and Aboriginal housing. In 2011 he was awarded the Public Service Medal (PSM) in recognition of his outstanding and meritorious services to the community and for his strong commitment to the values and principles of social housing. Mike holds a Graduate Diploma in Urban Estate Management; is a Member of the Australian Institute of Company Directors, a Fellow of the Institute of Public Administration Australia, and a Life Member Australasian Housing Institute. In 2026 Mike was awarded a Medal of the Order of Australia (OAM) for service to the community through a range of organisations.

Nirmal Hansra
Deputy Chair



Nirmal Hansra has over 13 years' experience as a chair and non-executive director on company boards. He is Chair of the Audit & Risk Committee for Property & Place Group, NSW Department of Planning, Housing & Infrastructure, Chair of Compliance & Risk Committee for Gleneagles Asset Management Ltd and Independent Member for the Audit & Risk Committee for Bradfield Development Authority and Health Infrastructure NSW respectively. Prior director appointments include Chair of Link Housing Ltd and Campbell Page Ltd and Non-Executive Director of National Accreditation Authority for Translators and Interpreters Ltd, Have A Voice Pty Ltd, Children's Tumour Foundation of Australia Ltd, Eureka Group Holdings Ltd, Ku-ring-gai Financial Services Ltd and Council of the Aging (NSW) Inc. Nirmal holds a Bachelor of Commerce (Accounting & Finance) and Master of Commerce (Business Management) Degrees and is a Fellow of the Australian Institute of Company Directors, Governance Institute of Australia, Chartered Accountants ANZ and CPA Australia.

Aimee Lindfield



Aimee is an experienced IT leader who is passionate about enabling business strategy through technology. She has over 19 years of experience in professional services, including IT strategy and program delivery, management consulting and financial audit. Aimee holds a Bachelor of Business; a Graduate Diploma of Chartered Accounting and is Graduate Member of the Australian Institute of Company Directors.

Andrew Sweeney



Andrew has 45 years of experience in various property sectors. This includes 14 years in property development roles at LendLease. In 2005, Andrew co-founded Greengate to develop and operate inner urban Aged Care and Retirement Villages. This was later sold to Australian Unity. Andrew has held executive roles with Keppel Capital, a Singaporean listed conglomerate and RSL Lifecare. Andrew holds Built Environment and Architecture Degrees; and is a Registered Architect (Qld, NSW) and Licenced Real Estate Agent (NSW).

Belinda Bentley



Belinda is the Managing Director of 9Springs, a leading independent property investment, advisory and project management group. Belinda is an honorary Adjunct Associate Professor (Industry) at the University of Technology Sydney's (UTS) Faculty of Design and Society. Belinda is an appointed Member of the Faculty of Design and Society's Industry Advisory Board and is Chair of the School of Built Environment's Industry Advisory Board. Belinda is an appointed Fellow of the Australian Institute of Company Directors (FAICD) and the Governance Institute of Australia (FGIA). Belinda is an appointed Global Trustee of the Urban Land Institute (ULI).

Brodie Druett



Brodie is a retired senior public servant formerly with Housing NSW and the Department of Family and Community Services (FACS). He was General Manager for Southern and Western Region in Housing NSW for six years. His latest role prior to retirement was Interim District Director FACS Nepean Blue Mountains. Brodie has a Graduate Certificate in Housing Management and Policy; and is a Member of the Australasian Housing Institute (AHI) and Australian Institute of Company Directors.

Dr Dianne Jackson



Dr Dianne Jackson is the CEO of Key Assets Australia, a national child and family organisation providing services that include out of home care, intensive family support, family preservation, early intervention and disability services. Dianne is an experienced advisor and leader in the social sector. She has held several national CEO roles focussed on improving the lives of disadvantaged children and families. Dianne has a keen interest in the social determinants of health and education, and the critical role that housing plays in determining positive outcomes. Dianne is also an Adjunct Professor at Western Sydney University where she chairs the external advisory board of TeEACH (Transforming Early Education and Child Health), a research centre focussed on integrated and holistic approaches across health and education. Dianne holds a Doctor of Philosophy – Education/Social Science, and is currently completing a postgraduate executive certificate in Not-For-Profit Management and Public Policy at the Harvard Kennedy Business School. Dianne is a Member of the Australian Institute of Company Directors.

Ken Gilbert – retired on 20 November 2025



Ken is an independent consultant assisting businesses to improve the return on investment in their human capital. Previously, Ken held general management roles in municipal councils, senior positions in leading community services teams, and human resources and senior executive roles in companies and management consulting firms. His experience in the corporate and not-for-profit sectors is extensive and he provides specific expertise in the areas of human resources management, strategy development and community networks. Ken holds a Bachelor of Social Work and Bachelor of Business; and is a Graduate Member of the Australian Institute of Company Directors.

Kerry Robinson OAM



Kerry is Chief Executive Officer of Blacktown City Council where he leads a team of 2,400 staff with an annual budget of more than $780M. He is the Deputy Chair of Civic Risk Mutual Limited and of Blacktown Venue Management Limited. He is a Director of Civic Risk Insurance Limited (Guernsey). He is Chair of the Greater Sydney Heat Taskforce and is a Member of the University of New South Wales' Cities Institute Expert Advisory Panel. Kerry has over 40 years of experience in the property industry having held senior roles in corporations and government and is a Fellow of the Australian Institute of Company Directors. For the past two years he has been Head Judge of the Urban Development Institute Awards for Excellence. He has been Awarded the Order of Australia Medal for services to planning and local government.

Simon Maughan Wright



Simon is the founder and principal of ABSA Corporate Advisory, a corporate finance/M&A advisory, transaction and investment banking business and a private real estate development business. He is also a nominal director at Blue Mount Capital. He has been a director of ANZ Investment Bank (Business Sales and Acquisitions), Westpac Business Bank Succession Services, and Group General Manager and Director of a real estate development and asset management group of companies. Simon is qualified in Law with a Graduate Diploma in Labour Law, a Master of Business Administration (majoring in Real Estate Finance and Investment), a Graduate Certificate in Digital Management and a Class One Real Estate License. He is a Fellow of the Australian Institute of Company Directors.

Statement of Governance

Link Wentworth Housing Limited is committed to maintaining high standards of corporate governance to ensure the organisation achieves its stated objectives in ways that are transparent, accountable and effective. The Board's conduct is governed by Link Wentworth's constitution and governance framework, which is reviewed annually by the Board.

The Board is responsible for:

- setting and monitoring the strategic direction of the organisation
- approving and monitoring financial reporting including financial budgeting and forecasting
- establishing policies and guidelines to ensure accurate and timely financial and operational reporting
- establishing policies on risk oversight and management
- approving delegation of authority
- promoting ethical and responsible decision making
- appointing and measuring the performance of the Chief Executive Officer and the organisation
- ensuring that the Board is and remains appropriately skilled to discharge its responsibilities and duties, and to meet the changing needs of the organisation and sector
- ensuring that Link Wentworth complies with Corporations Law, Australian Charities and Not-for-Profits Commission and all other relevant legislation
- providing guidance on and overseeing the performance of other key aspects of Link Wentworth's operation.

Committees

We established the following standing committees to assist the Board with governance:

- Audit, Risk and Improvement
- Assets and Development
- People & Culture.

Each committee has terms of reference that set out its role, responsibilities, composition and structure. The terms of reference are reviewed periodically. Committees report regularly to the Board and minutes of meetings are provided after each meeting.

Ethical standards

The Board promotes practices that are transparent and uphold the principles of good citizenship. All Directors and staff sign a code of conduct. The code guides compliance with legal, policy and other obligations.

Directors are required to disclose any potential conflicts of interest at the start of all Board and committee meetings. The Board then determines an appropriate response which may require a Director to remove themselves from discussions, decisions or votes.

In the case of staff, any actual or perceived conflict of interest must be declared to management in accordance with the Link Wentworth Conflict of Interest Policy.

Board performance review

The performance of the Board, its committees and Directors are reviewed regularly. This ensures Directors and the Board work effectively and efficiently to maintain high standards of governance and fulfil their functions set out in the Corporate Governance Framework.

Board composition and renewal

The Board considers that, individually and collectively, the Directors bring an appropriate mix of skills, experience and expertise. Information about Directors and their skills and experience can be found in this report. The Board regularly reviews and evaluates its succession planning process. A Board skills matrix identifies the skills and experience of current Directors and the skills and experience that the Board considers necessary and desirable for the future. This matrix helps guide selection and appointment decisions.

Thank you

Our funders and partners, including



Link Wentworth

Providing homes, building futures and creating thriving communities.

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