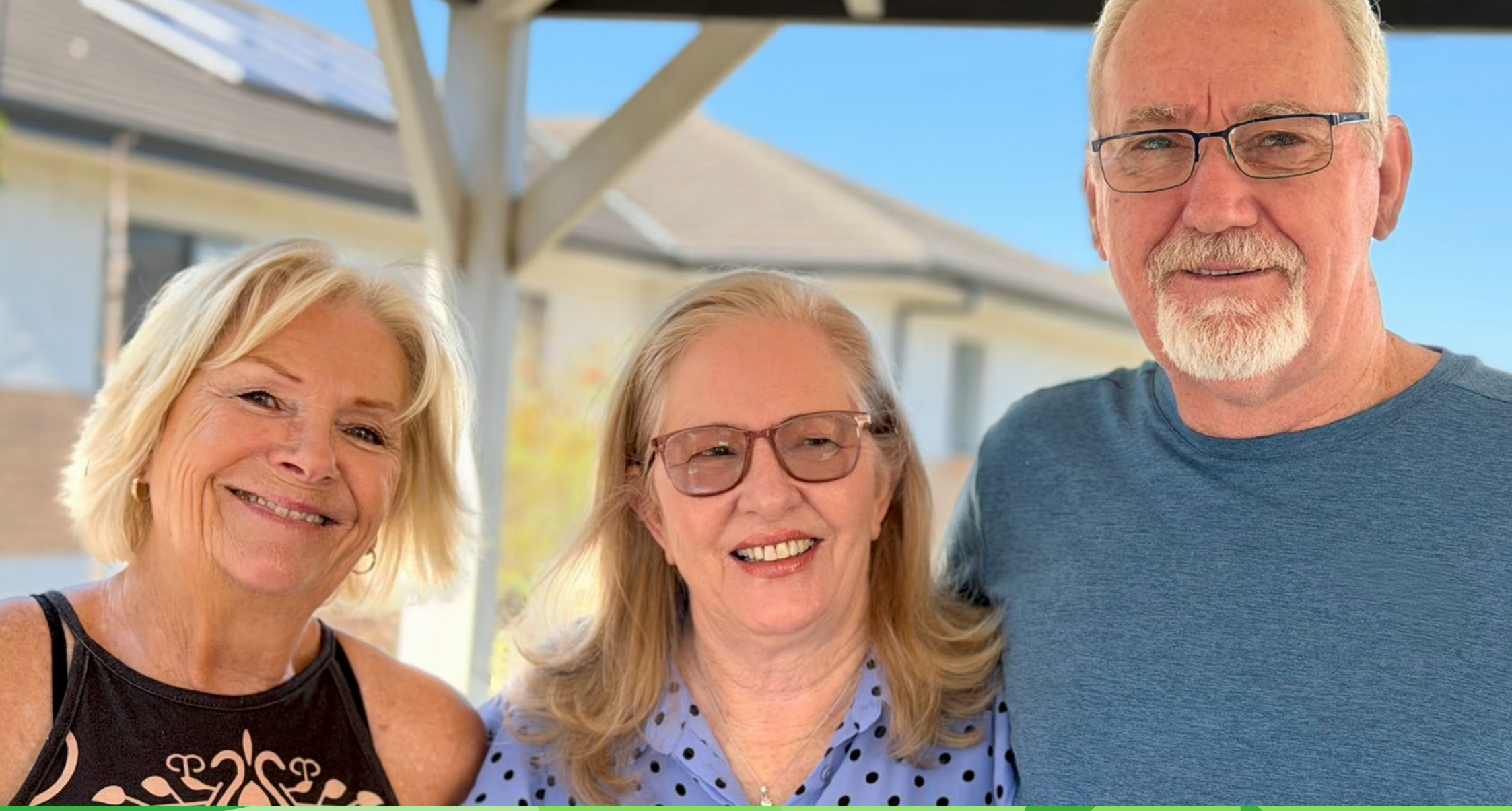


Housing Trust™

2025-2026

Annual Report

Acknowledgement of Country

Housing Trust acknowledges the Dharawal and Yuin peoples, Traditional Custodians of the lands, waters, and skies where we live, work, and provide homes.

We recognise their enduring connection to Country along the coast from south of Sydney Harbour to beyond the Shoalhaven River and across the escarpment.

We pay our respects to Elders past and present and honour their ongoing stewardship. We extend that respect to all Aboriginal and Torres Strait Islander peoples and commit to walking together on unceded land.

Always was, always will be Aboriginal land.





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Message from our Chair and CEO

The 2025 - 26 year has been one of progress, evolution, and reflection for Housing Trust.

Across the Illawarra, growing housing need and rising costs place pressure on individuals and families. In this environment, our purpose has never felt more important: *to provide homes, build communities, create opportunities, and enrich lives*.

At the heart of that purpose is a simple belief. A home is much more than a roof over someone's head. It is the foundation from which people can feel safe, build relationships, pursue opportunities, and plan for the future. When people have a secure and affordable place to call home, so much else becomes possible.

This year, we were proud to complete Warruya, providing 27 new social and affordable homes in the heart of Wollongong. Each home represents an opportunity for a person or family to feel secure, connected, and part of their community. Warruya was shaped through strong partnerships and tenant feedback, reflecting what can be achieved when people work together with a shared purpose. We are thankful to everyone who helped bring this important development to completion.

We also continued to care for the homes already entrusted to us. Our teams maintained strong occupancy and tenancy sustainment, completed almost 3,000 maintenance jobs, and achieved tenant satisfaction results that exceeded industry benchmarks. Behind these numbers are people answering calls, visiting homes, solving problems, and supporting tenants, sometimes through difficult circumstances. We are deeply grateful for the care and commitment they bring to their work every day.

Some of the year's most meaningful moments came through listening to and spending time with our tenants. Through our Tenant Advisory Group, Housing Trust Connect events, community celebrations, and everyday conversations, tenants generously shared their experiences and ideas. Others shared their stories publicly to strengthen understanding of community housing and influence change. Their voices bring our mission to life.

Two 10-year milestones reminded us of the lasting value of our work. At Central Gardens, we celebrated a decade during which a collection of homes have become a settled community and neighbours have become friends. The Tylah West Education Scholarship also marked 10 years, having supported 268 tenants to pursue education, training, and employment goals. These milestones show what can happen when people have the stability, support, and time to grow.

This was also an important year for Housing Trust's people and leadership. We sincerely thank Michele Adair for her seven years as CEO and her subsequent contribution as Managing Director. Her leadership strengthened Housing Trust and leaves an important legacy for our organisation and the broader housing sector.

We also warmly welcomed Lucas Kriss to our Board and thank all our volunteer Directors for their leadership, expertise, and commitment.

To our tenants, team, Board, partners, and community supporters, thank you. The achievements in this report belong to all who contributed, participated, spoke up, and worked alongside us.

Housing need is urgent, but the true value of a home is revealed over time: in people who can stay, grow, and contribute, and in the stronger communities they build together. It is why we remain committed to our vision of a decent home for everyone.



Roy Rogers
Chair



Amanda Winks
Chief Executive Officer



"A home is much more than a roof over someone's head. It is the foundation from which people can feel safe, build relationships, pursue opportunities, and plan for the future."

Roy Rogers, Warruya Opening

Our Purpose:

We exist to provide homes, build communities, create opportunities, and enrich lives.

Our Vision:

A decent home for everyone, where they can build the life they choose.

Our Values:

Respect, Integrity, Support, Empowerment

Board of Directors

Housing Trust's volunteer Board provides the governance, experience, and strategic oversight needed to support responsible decision-making, manage risk, and keep the organisation focused on its purpose and long-term sustainability.

Our Directors bring experience across governance, risk, strategy, sustainability, finance, and law. In January 2026, Lucas Kriss joined the Board, adding to its collective capability. Housing Trust thanks all volunteer Directors for their leadership, expertise, and service.

Visit the Housing Trust website to learn more about our Board: **www.housingtrust.org.au/about/board-of-directors**



Roy Rogers
Chair



Haydn Calderwood
Deputy Chair



Lesley Bull



Anna Kovarik



Pamela Ameglio



Clayton McDowell



Catherine Ellis



Lucas Kriss

Executive Leadership

Housing Trust's Executive Leadership Team brings together operational, corporate, and community expertise to turn strategy into action. The team leads with a focus on accountability, collaboration, and better outcomes for tenants and communities.

Visit the Housing Trust website to learn more about the Executive Leadership Team: **www.housingtrust.org.au/about/our-executive-team**



Amanda Winks
Chief Executive Officer



Miranda Serkinic
Executive Manager, Corporate Services, Company Secretary



Martin Pengilly,
Chief Finance Officer



Rachel Foster
Executive Manager, Communications & Engagement



Nikayla Beer-Herring
Chief Operations Officer

Our Strategic Direction

One year into the Strategic Plan 2025–2028, Housing Trust remained focused on **four priorities**: leveraging our strengths, providing social and affordable homes, partnering for greater impact, and advocating for a fairer housing system. Together, these priorities guide where we direct our effort, resources, and influence.

1. Leverage

Leverage our status as a social enterprise, grow fee-for-service, and fundraising activities.

Housing Trust maintained strong financial foundations, invested in future capability, and progressed opportunities to diversify income. This work supports the organisation's long-term sustainability and its ability to continue delivering homes and services.

2. Provide

Provide social and affordable rental homes that meet the needs of our region.

Housing Trust continued to provide quality homes while investing in responsive maintenance, planned upgrades, and new housing opportunities that support stable tenancies and connected lives. Completion of Warruya added 27 new homes to the portfolio.

3. Partner

Partner to support our customers and deliver community outcomes.

Partnerships with tenants, government, community organisations, funders, and the housing sector helped extend Housing Trust's impact, strengthen connections, and support better outcomes.

4. Advocate

Advocate critically and independently to influence the housing system.

Housing Trust elevated tenant voices, shared lived experience, and contributed to public, industry, and policy conversations about the need for more social and affordable housing and its importance as critical social infrastructure.



Our Strategic Plan 2025-2028

The choices we make for meaningful and sustainable impact

Strategies

- **Leverage** our status as a social enterprise, grow fee-for-service and fundraising activities
- **Provide** social and affordable rental homes that meet the needs of our region
- **Partner** to support our customers and deliver community outcomes
- **Advocate** critically and independently to influence the housing system

a decent home for everyone

Goals

Customers

say we

C1. Provide and manage homes they are proud of

C2. Deliver timely, reliable service

C3. Involve them in the decisions that affect them

C4. Support and enable their life choices

C5. Facilitate support when needed to sustain tenancies

Our People

exemplify

P1. A culture of inclusion, belonging and innovation

P2. A skilled, high performing and future focused team

P3. A commitment to safety, wellbeing and engagement

P4. Empowered decision making to support customer and business outcomes

Operational Excellence

is evident in

O1. Sustainable homes

O2. Compliance and social outcomes

O3. Meeting the expectations of our stakeholders

O4. Understanding and responding to our environment

Financial Effectiveness

is achieved by

F1. Growing future value to deliver our purpose

F2. Optimising the cash flow and investment strategy

F3. Efficient financial management

F4. Growing and diversifying our income stream

Sustainability

in the future requires

S1. Reliable data capture and reporting

S2. Reconciliation Action and cross-cultural competency

S3. Digital engagement and optimisation

S4. Understanding and mitigating climate risk

Values

underpin all we do

- **Respect**
- **Integrity**
- **Support**
- **Empowerment**

Year at a Glance

27
new social and affordable homes completed

2,943
maintenance jobs completed

99%
occupancy for year



Our Homes



Our Customers

89%
overall tenant satisfaction

89%
satisfaction with repairs and maintenance

#2
in NSW for repairs and maintenance satisfaction (Tier 1 CHPs)

Exceeded
all CHIA NSW industry benchmarks

2025 Illawarra Business Awards Excellence in Workplace Culture Winner

Executive Assistant, Tiarna Snow recognised as Outstanding Employee

Our People



Our Community



14 million
media reach for Warruya opening

TRUST: Stories of Housing Trust exhibited at NSW Parliament House

Tenant stories shared through the CHIA NSW Community Made campaign

Our Customers

Listening to tenants helps Housing Trust provide services that are responsive, respectful, and grounded in people's everyday experiences. During 2025/26, tenant feedback shaped communications, events, and service improvements, while local initiatives created opportunities for connection, participation, and belonging.



"Well, I don't think I really did much last time we gardened, but I have to tell you, afterwards, when I went back to my unit, I was the happiest I could remember feeling for a long time."

Housing Trust tenant and Community Garden participant

Wellbeing index

Feeling safe
76/100

Standard of living
75/100

Ability to solve problems
78/100

Life satisfaction
73/100

Source: Housing Trust 2025 Wellbeing Index. Scores are measured from 0 to 100, with higher scores indicating a more positive result.



Central Gardens 10th Anniversary

This year Housing Trust celebrated 10 years at Central Gardens, marking a decade of providing stability, connection, and a place for people to call home. Over that time, Central Gardens has grown into a vibrant community where neighbours know and support one another, and where opportunities to connect continue to flourish.

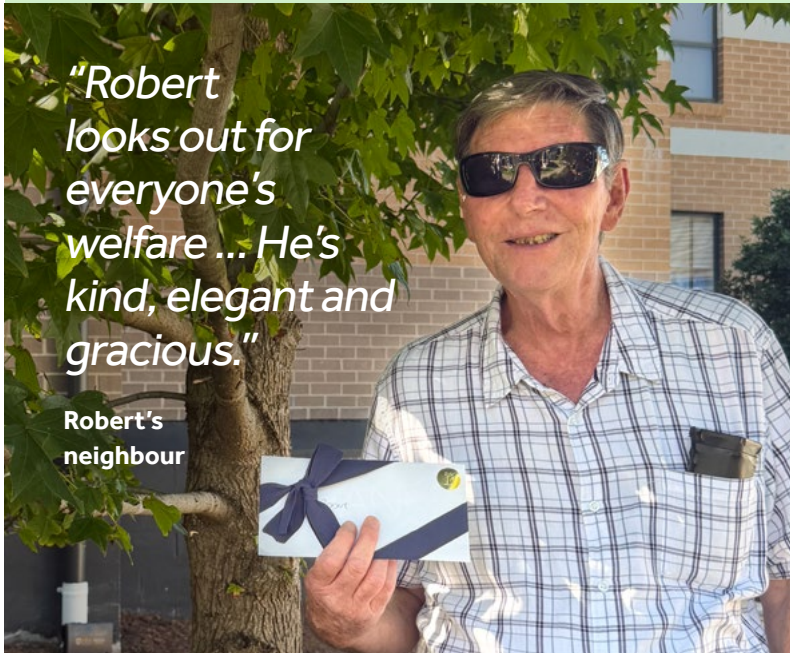
During the year, Housing Trust expanded this sense of community through initiatives including the Central Gardens Community Garden Program and Garden Connect Neighbours. These programs revitalised shared outdoor spaces and created opportunities for tenants to connect, participate, and contribute. Residents helped shape and care for the gardens, creating welcoming places for shared activity, friendship, and learning.

Participants described new opportunities to spend time outdoors, access fresh produce, build relationships, and take pride in spaces that benefit the wider community. Together, these initiatives have strengthened community connections and reinforced the sense of belonging that has been at the heart of Central Gardens for the past 10 years.

A Good Neighbour

Community is built by people who look out for one another, and Robert is one of those people. Recognised as one of three winners in Housing Trust's 2026 Celebrating Good Neighbours Competition, Robert was nominated by fellow residents for the care, kindness, and generosity he shows each day.

From supporting neighbours and caring for shared spaces to helping bring people together through the Community Garden Program, Robert's contribution helps create a stronger sense of belonging. His story shows that thriving communities are shaped not only by homes, but also by the people who make their neighbourhoods welcoming and connected.



Our Customers

1,996
Households

16.2%
identify as Aboriginal or Torres Strait Islander

43.7%
Are over 55 years of age

44.5%
Are living with a disability

3.4%
Are over 85 years of age

6.6%
Speak a language other than English

58.5%
Identify as female

64.3%
Are receiving a government income







Tenant Advisory Group

Tenant Advisory Group members helped make important information clearer and easier to use. During the year, members contributed to the redesign of tenancy statements, practical fact sheets and correspondence about rent and payments. Their feedback also informed tenant events and activities, helping keep tenant voices at the centre of Housing Trust's decisions.

The group also had opportunities to connect through shared experiences and learning. This year, TAG members joined a whale watching cruise with Dr Jodi Edwards, who shared insights into the traditional whale migration and its significance within Aboriginal culture, storytelling, and Dreaming.



Tenant satisfaction

89%
satisfied with Housing Trust services overall

88%
satisfied with the condition of their home

89%
satisfied with repairs and maintenance

88%
satisfied with their neighbourhood as a place to live

Source: 2025 Tenant Satisfaction Report, independently prepared by Community Housing Industry Association NSW.

Tenancy stability

93%
of tenancies longer than 12 months

Our Homes

Quality homes are central to Housing Trust's purpose. During 2025/26, Housing Trust delivered 27 new homes at Warruya, maintained strong occupancy and continued investing in repairs, upgrades, and planned works across its portfolio.

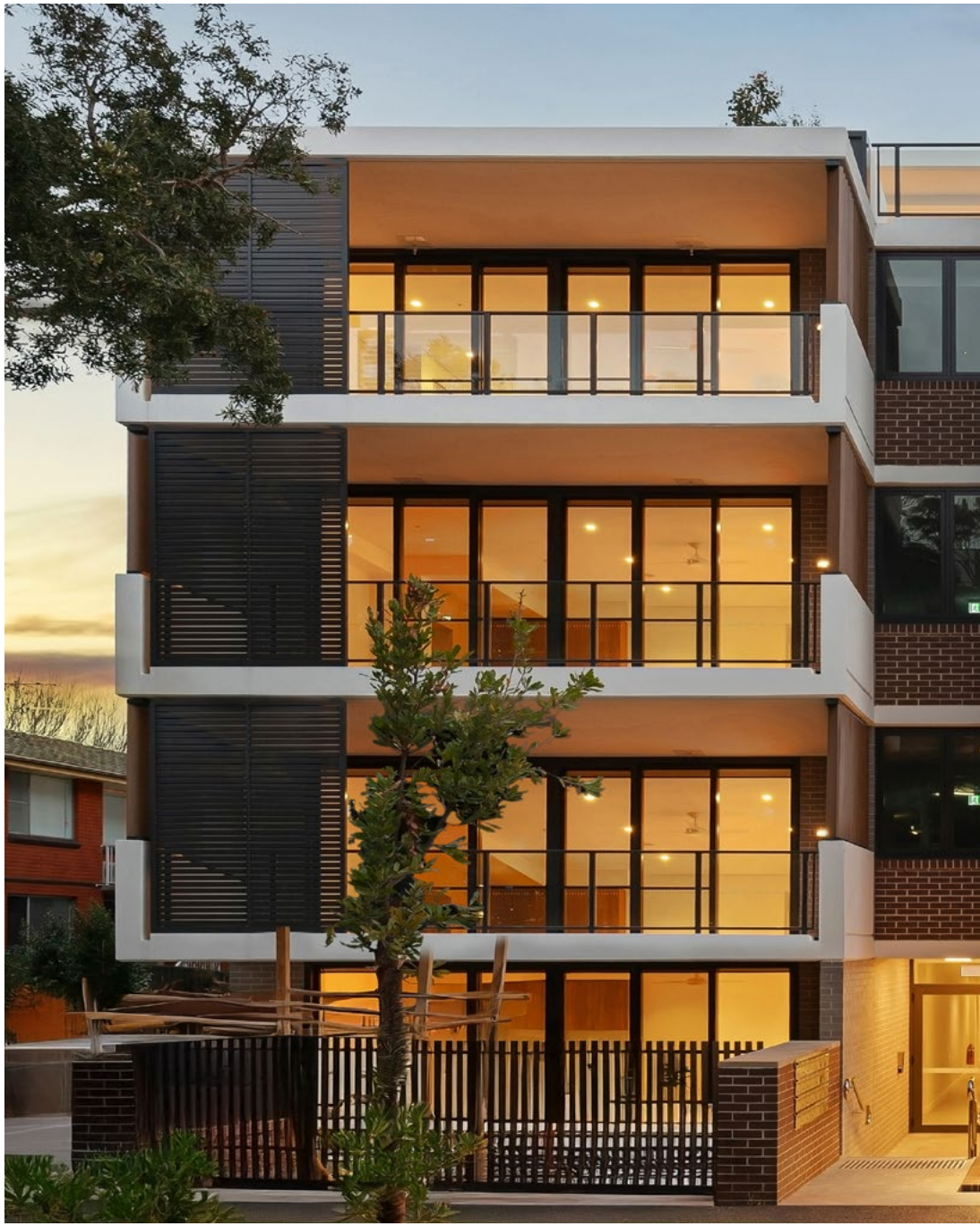
Welcome Home

For 27 households, Warruya represents more than a new address. It offers the stability, security, and opportunity that come with having a place to call home.

Located in the heart of Wollongong, the development provides 27 high-quality one, two and three-bedroom apartments, including 15 affordable and 12 social homes. Several homes are dedicated to key workers and female-led households. Close to transport, education, healthcare and employment, Warruya connects residents with services and opportunities.

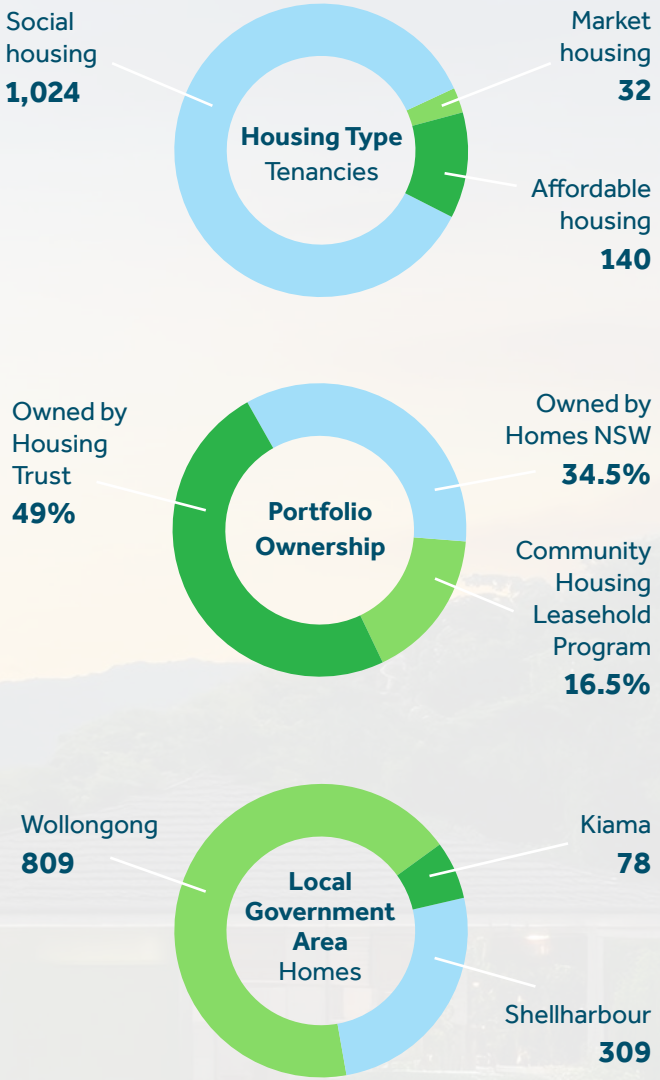
Warruya was created in response to growing housing need across the Illawarra and reflects Housing Trust's commitment to increasing the supply of social and affordable homes. The development was made possible through the support of Housing Australia, Homes NSW, Wollongong City Council, and Homes for Homes, together with the expertise of the consultants, contractors, and trades who contributed to its delivery. We are grateful for the continued support of these partnerships.

Warruya means "Aunty" in the Dharawal language. The name honours the important role of female Elders and Aunties in caring for Country, supporting community, and sharing knowledge across generations. It also recognises generations of health workers who have cared for the Illawarra community at nearby Wollongong Hospital.





Our Portfolio

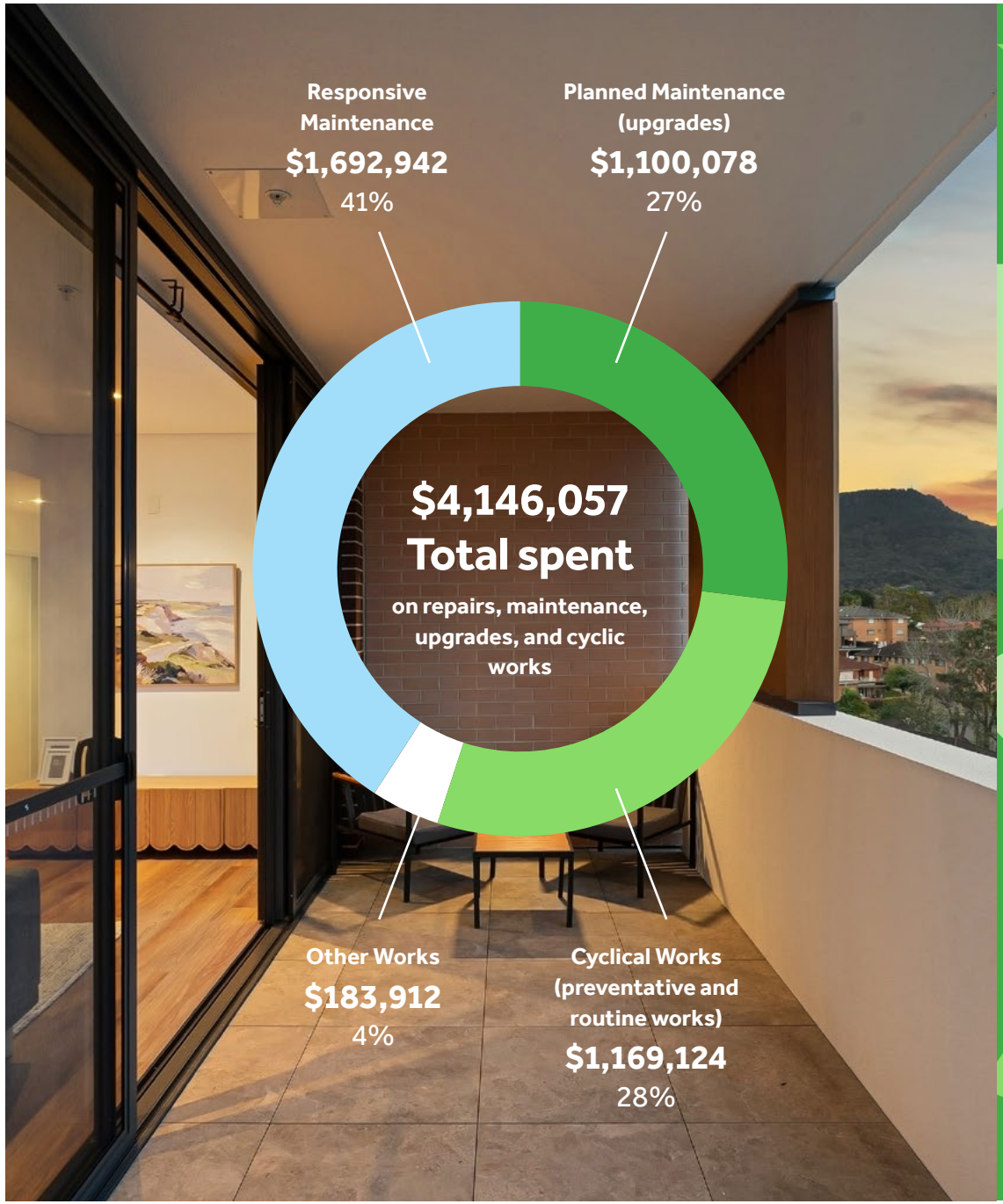


Maintenance

A decent home is more than four walls and a roof. It is a place where people feel safe, comfortable, and proud to live. High-quality maintenance is a vital part of delivering on Housing Trust's vision of a decent home for everyone, helping to ensure homes remain safe, functional, and well cared for for the people who live in them.

Every maintenance request represents an opportunity to improve a tenant's daily living experience, protect the long-term quality of Housing Trust's homes, and strengthen trust with our communities. From urgent repairs to planned upgrades and improvements, the maintenance team plays a critical role in supporting tenant wellbeing, preserving valuable housing assets and ensuring Housing Trust homes continue to meet the needs of current and future generations.







Tenant feedback on homes and maintenance

88%
were satisfied with the condition of their home

93%
said Housing Trust staff were respectful and courteous

92%
said contractors were helpful and courteous

23
formal compliments recognised contractors and maintenance services

Source: 2025 Tenant Satisfaction Report, independently prepared by Community Housing Industry Association NSW, and Housing Trust formal feedback register.

Our Community

Housing Trust's impact extends beyond the homes it provides. Through scholarships, events, partnerships and community-led initiatives, tenants are supported to connect with others, participate in community life and pursue education, employment, and personal goals.

Ten years of impact: Tylah West Education Scholarship

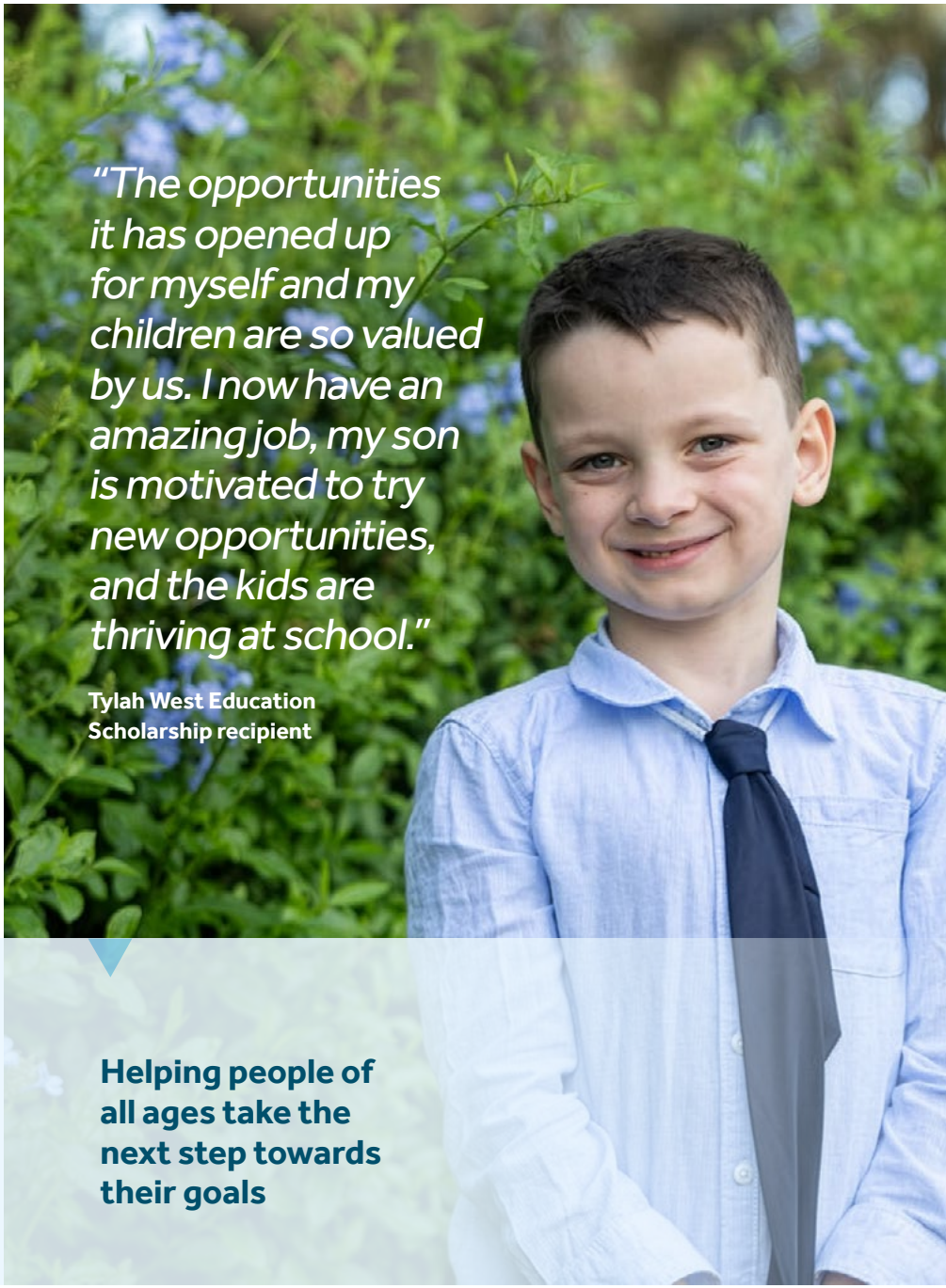
For 10 years, the Tylah West Education Scholarship has helped Housing Trust residents pursue education, training, and employment goals. Established in 2016 in memory of Housing Trust trainee Tylah West, the scholarship honours Tylah's kindness, generosity and belief in others by creating opportunities for people across the Illawarra.

Since its inception, the program has awarded more than $269,000 to 268 recipients, helping reduce financial barriers to learning and participation. In 2026, 51 recipients shared $44,000 in scholarship funding, supporting school students, apprentices, university students, parents returning to study and people re-entering the workforce.

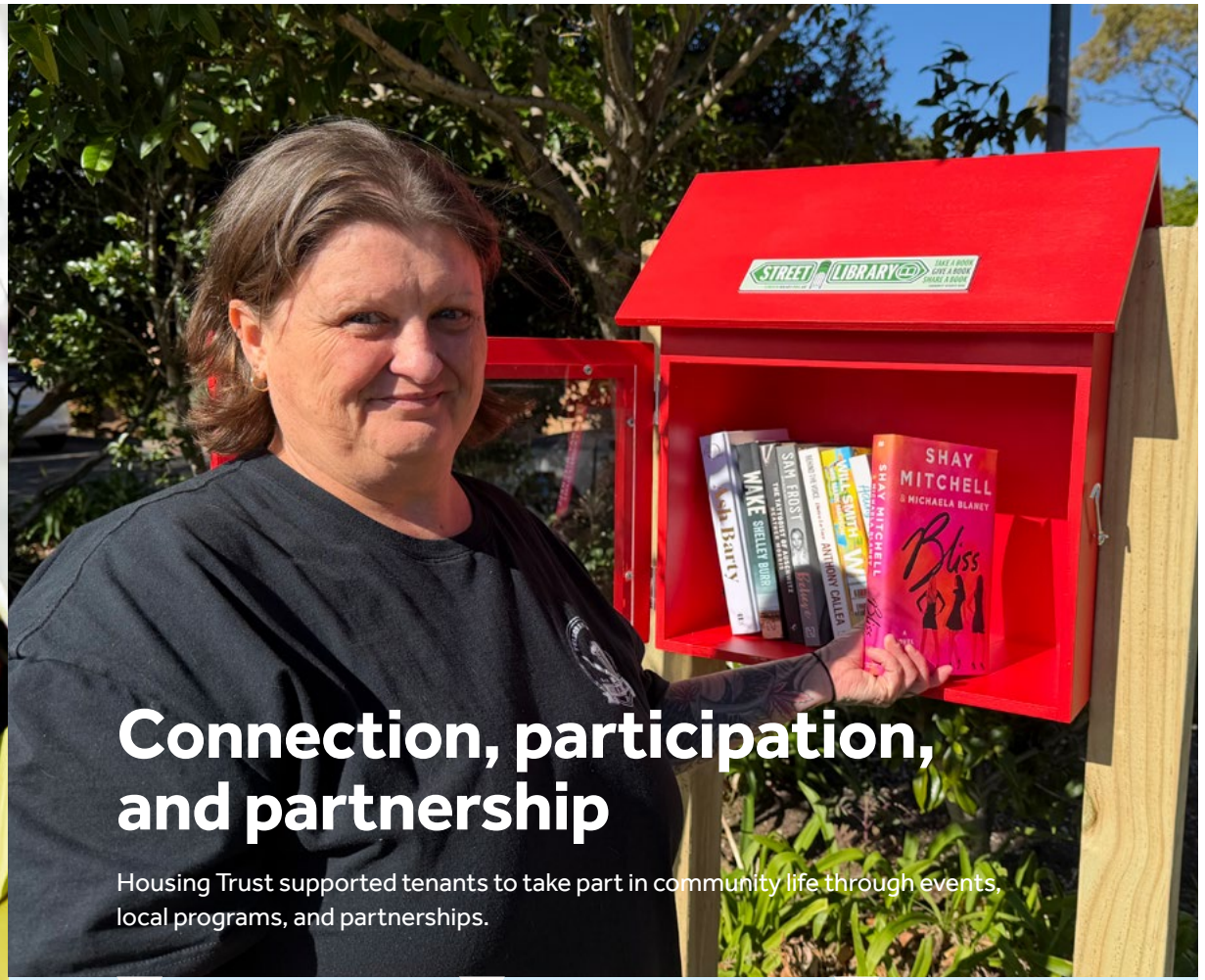
The scholarship provides more than financial support. It helps people take practical steps towards education and employment goals, build confidence and create new opportunities for themselves and their families. Housing Trust thanks major sponsors NSW Ports and Commonwealth Bank, along with the donors, partners, and supporters who make the program possible.

More than
$269,000
supporting Housing Trust residents to pursue education, training and employment goals.

51
scholarships awarded in 2026







Connection, participation, and partnership

Housing Trust supported tenants to take part in community life through events, local programs, and partnerships.

14
community events supported or attended

35
Housing Trust Connect events, with 493 resident attendances

Wollongong City Council connecting neighbours grants building community

Our Advocacy

Housing Trust advocates for a housing system informed by lived experience and responsive to local need. By supporting tenants to share their stories and contributing to public, industry, and policy conversations, Housing Trust helps build understanding of the value of social and affordable housing.

A tenant voice for change

For Megan and her family, a safe and secure home has created the stability to focus on what matters most. By sharing her lived experience through the Community Made campaign, Megan helped raise awareness of the need for more affordable housing and brought a tenant perspective to the public conversation.

Megan's story shows how stable housing can support wellbeing, family connection, and the confidence to speak up for change.

Putting tenant voices at the centre

During a visit to Warruya, some of our tenants shared their experience of affordable housing directly with NSW Minister for Housing Rose Jackson, NSW Minister for Planning and Public Spaces and Member for Wollongong, Paul Scully MP, and visiting stakeholders. Conversations like these help ensure tenant voices remain central to discussions about housing policy, community needs, and future housing solutions.

Creating opportunities

Tylah West Education Scholarship recipient Holly shared the difference targeted education support can make. The scholarship helps reduce financial barriers to study and supports tenants to pursue goals, build confidence, and invest in their future.

Taking the conversation beyond our sector

Through industry forums, media commentary, policy submissions and stakeholder engagement, Housing Trust advocated for housing as a foundation for health, wellbeing, economic participation, and opportunity. This work helped keep the experiences of tenants and people experiencing housing stress part of the discussion.

A safe, secure and affordable home is more than a housing outcome. It is a foundation for health, opportunity, connection, and belonging.







54 million+
recorded media reach

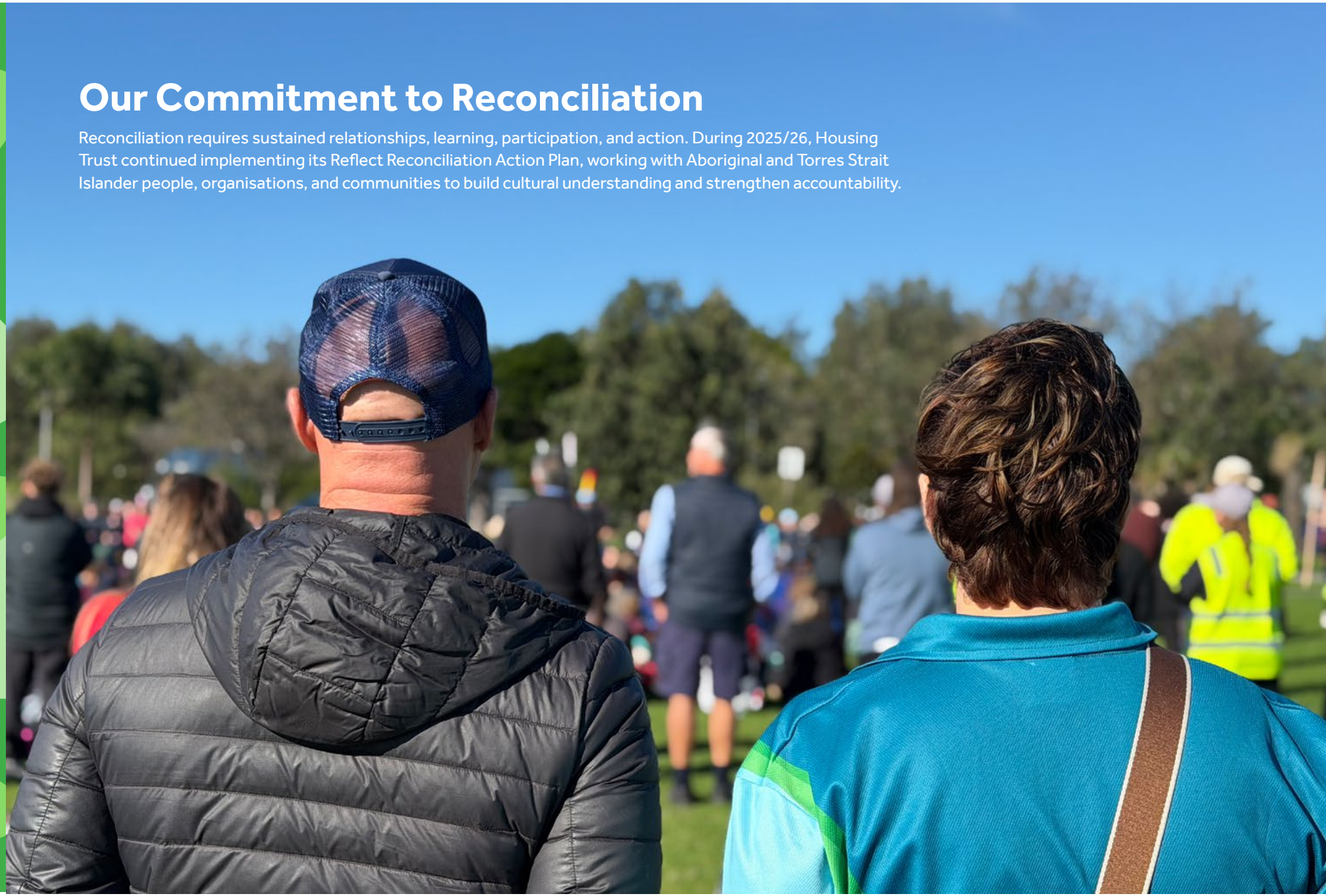
Tenant voices featured in media, stakeholder engagement, and sector campaigns

Industry leadership through forums, consultations, and public advocacy

National conversations influenced through media, opinion pieces, and speaking opportunities

Our Commitment to Reconciliation

Reconciliation requires sustained relationships, learning, participation, and action. During 2025/26, Housing Trust continued implementing its Reflect Reconciliation Action Plan, working with Aboriginal and Torres Strait Islander people, organisations, and communities to build cultural understanding and strengthen accountability.



Relationships

- Maintained partnerships with Aboriginal and Torres Strait Islander organisations, community groups, and Reconciliation Australia.
- Built relationships with Aboriginal Elders, businesses and organisations through cultural engagement, community partnerships, and procurement opportunities.
- Continued support for initiatives celebrating Aboriginal achievement, including local Deadly Awards programs.

Learning

- Supported staff participation in cultural learning activities focused on Aboriginal and Torres Strait Islander histories, cultures, and perspectives.
- Marked National Sorry Day with a yarning circle led by Dr Aunty Joyce Donovan, creating space for learning and reflection on the ongoing impacts of intergenerational trauma.

Participation

- Participated in National Reconciliation Week, NAIDOC Week, and other community-led events across the Illawarra.
- Joined local businesses in the Cono Choir as part of Reconciliation Australia's Voices for Reconciliation 2026 campaign.

Action

- Partnered with Bellambi Neighbourhood Centre to deliver a community NAIDOC event, attended by more than 1,000 people.
- Sponsored the 2026 Local Government Regional NAIDOC Awards.
- Expanded the RAP Working Group to nine members, bringing broader perspectives and experience to our reconciliation work.
- Increased engagement with Aboriginal businesses and suppliers through procurement.





Our People & Culture

Housing Trust's people bring its purpose to life through the care, knowledge and commitment they show tenants, partners and one another. This year, the organisation celebrated long service, invested in capability and continued building a workplace where people can contribute, develop and feel valued.

Celebrating long service

During the year, Housing Trust celebrated significant service milestones, including team members reaching 10 and 20 years with the organisation. These milestones recognise the experience, care, and commitment that continue to shape Housing Trust and the way it supports tenants and communities.

Twenty years' with Housing Trust: Tanya Rutty

Since joining Housing Trust in 2006, Tanya has become a familiar and welcoming presence for tenants, partners and colleagues. As Housing Trust's longest-serving employee, her warmth, experience, and care reflect the culture the organisation is proud to foster.

"For many customers and colleagues, Tanya has been the first friendly face of Housing Trust. Her kindness, commitment and genuine care have helped make Housing Trust a welcoming place for 20 years."

Housing Trust team member



Having over 20 years' experience in the sector, Tanya took part in our portrait exhibition *Trust: Stories of Housing Trust* by Tim Bauer.



"I feel lucky to have the opportunity to work within such a supportive and great team."

New employee at 5 months





Our people at a glance

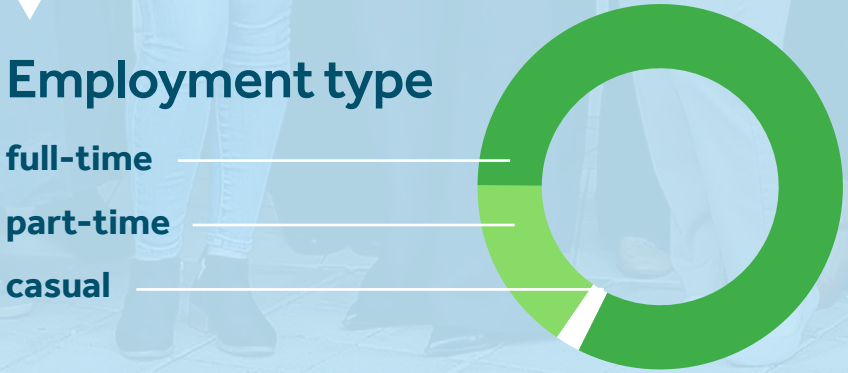
45
employees

721
Learning and development hours

100%
Access to flexible arrangements appropriate to role



Employment type



Service milestones celebrated

6	2	1	1
5 years	10 years	15 years	20 years

Our Financials

In a year marked by ongoing cost pressures, higher interest rates and reduced government funding, Housing Trust remained financially strong and resilient. The organisation recorded a surplus of $4.4 million from total revenue of $24.3 million, with a net deficit of $101,455 after interest and depreciation.

A major milestone for the year was the completion of Warruya, which reached full occupancy and contributed to a $11.7 million increase in property assets, bringing Housing Trust's total property portfolio to $267.6 million.

Housing Trust also maintained a strong balance sheet, with total equity of $205.6 million at year end. This solid financial position provides a strong foundation to continue investing in homes, supporting tenants, and responding to the growing demand for social and affordable housing across our communities.

Detailed financial statements and notes can be viewed on our website - **www.housingtrust.org.au/about/annual-reports**

$77.3m
investment in property assets over 5 years

54.9%
($94.8m) growth in property assets held over 5 years

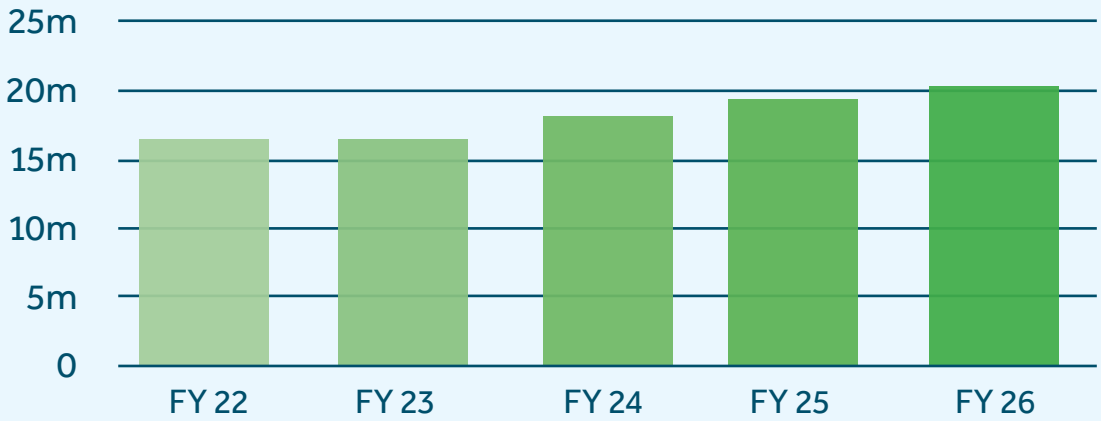
$46.4m
(29.1%) growth in the equity of HT over 5 years

$45.3m
in grants over 5 years to support tenants and their rental costs

$65.1m
invested over 5 years in tenancy and property related cost including maintenance

Grew rental income by
31.1%
over 5 years ($4.8m)

Rental income





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