

Westside
HOUSING Creating homes & connecting people

40th
Anniversary



24
25

Annual Report

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Our vision

People in our community are appropriately housed and have access to opportunities and connections.



Acknowledgement of country

Westside Housing acknowledges the Kurna people as the traditional owners of the Adelaide Plains and the Peramangk people of the Adelaide Hills in South Australia. We acknowledge their living culture and unique role in the life of this region.



Introduction

Safe, secure housing is a fundamental human right. It underpins our health and wellbeing, our capacity for employment, and our connection to community. Yet Australia's housing system is failing too many – both those in deep vulnerability as well as working families and individuals who can't find or afford a stable home.

About us

Since 1984, Westside Housing has provided safe and affordable rental homes to South Australians experiencing hardship or exclusion from the private market.

We focus on supporting women and children escaping violence, veterans, older women, and families from diverse backgrounds.

As a registered charity, every dollar is reinvested into expanding housing services. With community support, government partnerships, and philanthropy, we can reach more South Australians in need.



Welcome from our Chair and CEO

As we reflect on the past year, we feel immense pride and gratitude for the progress Westside Housing has achieved over its 40-year history. We thank our Board for their guidance and insight, and all those who have supported our work along the way.

Every day our team sees the real impact of rising living costs and housing shortages – these are not statistics but people striving to build better lives. We are proud of our team’s dedication in strengthening Westside Housing and helping to play our part in shaping a fairer housing system.

Focusing our efforts for future generations

This year, we updated our Strategic Plan, to reflect the changes in our operating environment and the opportunities emerging in the housing sector. Alongside this we increased our financing facility with NAB to \$5.4m to support our pipeline of new homes.

The demand for housing remains immense and there is always more to be done than can be achieved at once. Our plan ensures we focus our efforts where we can make the greatest impact, incrementally building on our strengths and positioning us for long-term success so we can continue serving future generations in need of housing.

Transparent governance

Westside Housing remains accountable to our stakeholders through a transparent and robust corporate governance framework. This year, the Board engaged RedSeed Productivity Strategists to undertake a comprehensive governance review. Our framework aligns with the Australian Charities and Not-for-profits Commission (ACNC) Governance Standards and the National Regulatory System for Community Housing (NRSCH) Performance Outcomes.

The Board has renewed its commitment to listening to tenants – by going to them. Instead of a single annual “Meet the Board” event, we now host relaxed cuppa-and-chat sessions in and around our homes, creating more genuine opportunities for connection.

This year we finalised our Reflect Reconciliation Action Plan, bringing together activities to deepen our cultural understanding, strengthen our capacity to be welcoming, and improve the services we provide to Aboriginal community members.

Improving Climate Resilience and energy efficiency in our homes

Evaluating the climate resilience of our homes has continued this year building a clearer picture of how our portfolio can better endure the physical and environmental impacts of climate change, such as extreme heat, flooding, storms and bushfires.

The Australian government’s Social Housing Energy Performance Initiative (SHEPI) co-funded works to enhance the energy efficiency of some of our largest homes in the first of a 3-year funding program. Energy efficiency retrofitting works have focussed on 4-br homes to maximise the savings to the households who pay the highest energy bills.



Building with our partners

We were thrilled to gain approval for a mixed affordable and social housing project in Findon, delivered in partnership with Housing Australia and scheduled for completion in July 2026. This project builds on the 19 homes already in progress and due to be finished within the next year.

Expanding and maintaining support partnerships to help sustain tenancies

We are fortunate to work with many professional and generous partners to support tenants to thrive. This year we reignited our long-standing relationship with Uniting Care Wesley Bowden (UCWB). We also received generous support from Habitat for Humanity SA through their Brush with Kindness volunteers and Restore to reduce the goods we would otherwise send to landfill.

We look forward to another year of careful growth, innovation, and meaningful change.

Together, our team will continue to meet challenges and embrace new opportunities – ensuring that more vulnerable South Australians have a safe place to call home.

**Russell Good, Chair and
Julie Blake, CEO**

Our Directors

Russell Good

Chair; Deputy Chair Finance and Audit Committee; Member Risk Committee; Member Development Committee



Qualifications: Master of Business Administration; Bachelor of Accounting; Bachelor of Business (Marketing); Associate Diploma of Business Banking and Finance; Diploma of Finance and Mortgage Broking; Graduate Australian Institute of Company Directors; Associate CPA; Fellow of Financial Services Institute Australia

Experience: Russell has 45 years' experience in Banking and Finance; in his last role he was responsible for Corporate and Institutional Banking covering SA & NT and is now currently self-employed as a Corporate Finance Consultant. He has served on several business, charitable and sporting boards over the past 18 years.

Ken Patterson

Deputy Chair; Chair Development Committee



Qualifications: Bachelor of Arts in Planning; Diploma in Mechanical Engineering; Registered Building Supervisor (SA); Justice of Peace Retired (SA); Member of Australian Institute of Company Directors

Experience: Ken has a broad range of property development experience involving town planning, subdivision, building and landscape design and tourism. He recently retired as Director of Development for Australian Property Projects after a long career in the development industry including public housing, consultancy and private land and building projects.

Shanti Ditter

Chair Customer Engagement and Sustainability Committee; Member Finance and Audit Committee



Qualifications: Master of Environmental Law; Master of Urban and Regional Planning; Bachelor of Arts (Hons.), Urban and Social Geography (Major); Graduate Member of Australian Institute of Company Directors

Experience: Shanti has held leadership roles in several South Australian councils, the private sector including owning and managing a boutique consultancy business. She currently holds a senior role at the City of West Torrens

Shanti has a broad depth of experience in the development sector and has delivered award-winning affordable and social housing solutions for the not-for-profit sector in South Australia. She is a Fellow of the Governor's Leadership Foundation and is a Graduate of the Australian Institute of Company Directors.

Janine Carroll

Chair Risk Committee; Member of Customer Engagement and Sustainability Committee



Qualifications: Bachelor of Laws; Bachelor of Business

Experience: Janine has developed her professional experience from working in the Northern Territory and South Australian jurisdictions, where she advised government, corporate and individual clients in relation to various property, commercial and dispute matters including leasing, sales and acquisitions of property, property development and a variety of other commercial dealings.

Janine has experience in private practice and in-house legal roles and has a particular focus on commercial solutions for the minimisation and management of risk.

David Kidman

Chair of the Finance and Audit Committee; Member of the Risk Committee



Qualifications: Bachelor of Commerce (B Com); Associate, Chartered Accountants Australia & NZ (ACA); Graduate Certificate Insolvency and Restructuring; Graduate Diploma Applied Finance and Investment; Graduate Australian Institute of Company Directors (GAICD); Fellow, Financial Services Institute of Australasia (F FIN); Fellow, Australian Restructuring Insolvency & Turnaround Association (RITF)

Experience: David has over 32 years' experience in corporate restructure and turnaround and is adept at resolving commercial solutions in complex and challenging environments, whilst balancing stakeholder interests. David's experience spans across numerous industries and jurisdictions. He recently retired as a partner at KPMG and has now established his own corporate advisory business, Kidman Advisory.

Pusheela Jummun

Member of Development Committee; Member of Customer Engagement and Sustainability Committee



Qualifications: Master of Business Administration; Bachelor of Architecture; Diploma in Project Management; Graduate Member of Australia Institute of Company Directors (GAICD)

Experience: With over 20 years of experience in architecture and project management, Pusheela has led high profile complex capital projects with expertise spanning strategic planning, stakeholder engagement, and project delivery of a range of government projects from innovative housing.

Ilan Sagi

Member of Development Committee; Member of Risk Committee



Qualifications: Bachelor of Engineering (Civil Engineering); Fellow Member of Engineers Australia (FIEAust); Chartered Professional Engineer & Engineer Executive (CPEng EngExec); Registered Professional Engineer of Queensland (RPEQ); Graduate Member of Australia Institute of Company Directors (GAICD) Experience

Experience: Ilan is an accomplished executive leader with over 20 years of experience across the public, private, and not-for-profit sectors. He has led large multidisciplinary teams and delivered transformative infrastructure projects, with expertise in strategic planning, program governance, stakeholder engagement, and organisational leadership. His leadership style emphasises clarity, accountability, and fostering a culture of innovation and high performance. Ilan is passionate about delivering sustainable outcomes and has extensive experience working within complex and politically sensitive environments.



Thank you to Kate Millar and Natalie Fuller for their two years of service as Directors for Westside Housing.

Highlights

81%

tenants have been stable in our housing for 3+ years

27%

tenants have been stable in our housing for 10+ years

91%

of new tenants homeless, or at risk of homelessness

57%

Of new tenants have experienced domestic violence

Our year in pictures



CLOCKWISE FROM TOP: Westside tenants Chrissie & Bill at the Joinery Tour Oct 2024; Celebrating Milestones Alison Clare, Manager, Housing Services 10 years at Westside; Board Chair, Russell Good, Directors Pusheela Jummun and Ilan Sagi at Reconciliation Week Breakfast 2025; Afternoon tea at a site for veterans, Tenants, Staff and Board members; Westside, Executive Assistant, Denise Stabile at Homelessness Conference 2024; Board Director Ilan Sagi & Development Manager Gino Bria taking part in the Reconciliation Walk smoking ceremony; CEO Julie Blake receiving Diploma of Property (Agency Management); AHI Brighter Future Awards 2025 SA/NT Winner Casey Amos; Wayne Jones, Assets & Maintenance Coordinator meeting with tenants for Cuppa n'Chat.

Security, affordability and a sense of community makes a Westside home.



454
Homes



1,017
People housed



156
Women and their children from domestic violence background



153
Families from diverse backgrounds



27
Veterans



109
Older women living alone



299
Tenants over 55

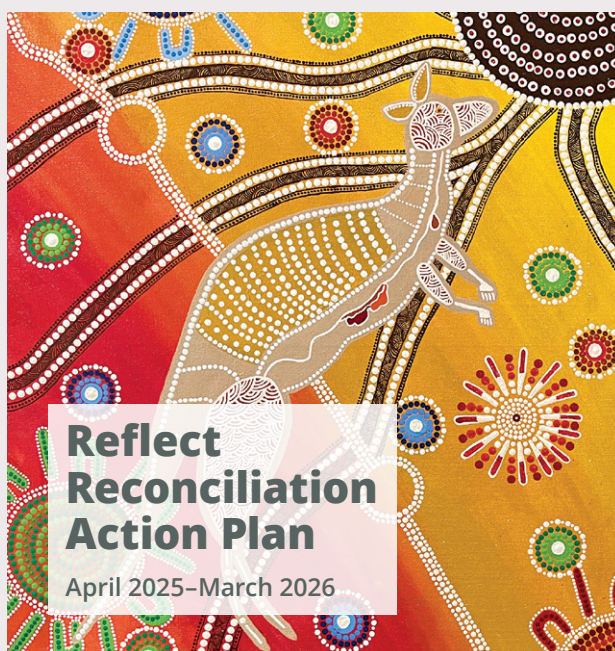


120
First Nations Tenants, 12% of our tenants

Reflect Reconciliation Action Plan

Our Reflect Reconciliation Action Plan proudly showcases commissioned artwork by a tenant of Westside Housing, Casey Amos. Casey is a Proud Yankunytjara, Arabana, Kokatha man. He is also proud of having served in the Australian Army for many years.

The artwork represents the connection the artist, Casey, has with Aboriginal communities, Westside Housing, and the veteran's community. Westside Housing has supported Casey with stable accommodation and assistance for almost 10 years. He appreciates that Westside Housing has many different community projects, pathways, and opportunities for its tenant to get involved in the "Spirit" of being part of its community.



Reflect Reconciliation Action Plan

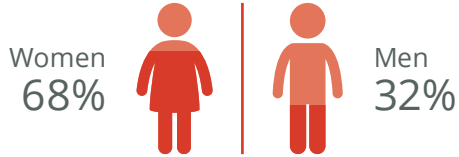
April 2025–March 2026



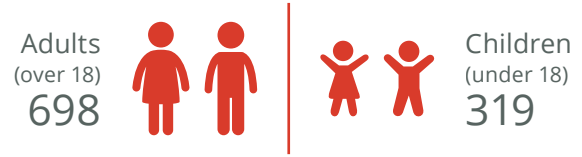
Westside
HOUSING Creating homes & connecting people

Our community

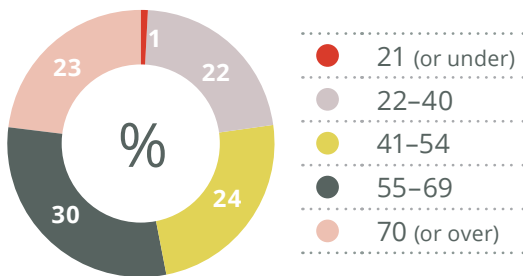
Gender of head tenant



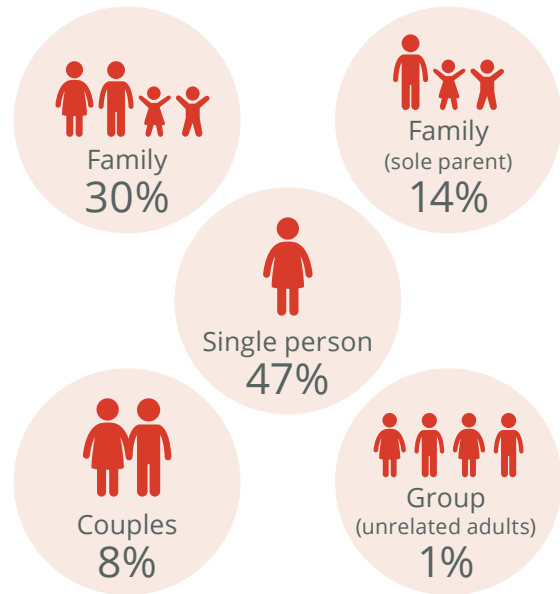
1,017 people housed



Age of head tenant



Household types



Tenant income



Social housing average income \$799.10 (38% of average wage).
Affordable Housing average income \$845.02 (40.5% of average wage)*

* Australian Bureau of Statistics (May 2025), Average Weekly Earnings, Australia.

Increase in tenant exits to private rental as home ownership declines.

For the first time in 8 years, no tenants have transitioned into home ownership, with more now moving into private rentals instead.



23% people exiting into private rental

Our tenant stories



Emma

After facing a year of housing insecurity, Emma and her two young daughters, have found a safe and stable home through Westside Housing.

Emma's journey through the housing system began when her private rental lease was not renewed. Having taken time off work to focus on her children, Emma found herself unable to secure a new rental before her lease ended, and what followed was a year of couch surfing and stays in homelessness shelters. She describes this time as stressful and frightening, particularly as a sole parent.

A turning point came when a support worker at one of the shelters helped Emma navigate the community housing application process, offering the assistance she needed to move forward.

Now settled in her new home, Emma and her daughters are thriving. The girls have been able to stay connected to their school and friends (as they aren't too far from their original home), while Emma continues to participate in interests

like playing netball and her new found love of being in her garden. She and her daughters have created a veggie garden, and they are enjoying being outdoors and exploring new parks and trails in their neighbourhood.

One of the changes for Emma has been the sense of community. "Where I lived before, people kept to themselves," she says. "Now, I have conversations with neighbours and have a friend down the road with kids."

Emma appreciated the calm and supportive experience of signing up with Westside.

"It wasn't overwhelming. Everything was explained clearly, and my Tenancy Officer was lovely. It made a big difference not being buried in paperwork."

Casey Amos: A Proud Tenant, a Powerful Voice for Community

Casey Amos is a proud Yankunytjatjara, Arabana, and Kokatha man, a decorated Australian Army veteran, and a deeply valued tenant of Westside Housing. His life and work exemplify the strength, resilience, and generosity that social housing tenants bring to their communities.

Casey has dedicated himself to creating lasting change through a range of initiatives that uplift and connect people. His contributions span across Westside Housing, veteran support services, and broader community healing efforts – each driven by his unwavering commitment to service and cultural pride.

At Westside Housing, Casey played a pivotal role in shaping the early stages of the RESPECT Reconciliation Action Plan. Through sharing his personal story and contributing meaningful artwork, he helped foster a deeper understanding of Aboriginal culture and the importance of connection. His piece, FREE SPIRIT 'Kangaroo', symbolizes the unity between Aboriginal, veteran, and Westside communities – capturing the spirit of belonging and the pathways available to tenants under this shared banner.

Casey's passion for supporting fellow veterans is evident in his work with RSL Care SA, particularly the Andrew Russell Veteran Living program. He has raised funds and awareness through the Ripples of Reflection art exhibition, using his own journey to highlight how art and community support have aided his recovery. At the Jamie Larcombe Centre, Casey is helping to develop a memorial for fallen Aboriginal soldiers – a space for emotional healing and cultural learning.

Healing and Support for Aboriginal Veterans:

By sharing his experiences, Casey offers hope and solidarity, helping others feel seen and supported.

Cultural Connection: His artwork and storytelling deepen cultural awareness and foster a sense of belonging within Westside Housing and beyond.

Mentorship and Encouragement: Casey actively encourages other tenants to participate in Westside Housing's reconciliation journey, promoting positive connections and real change.

Building Healing Spaces: His involvement in memorial planning creates opportunities for reflection, healing, and education.

Sustained Partnerships: Through collaboration with Westside Housing and RSL Care SA, Casey's work continues to inspire meaningful, long-term impact.

In 2025, Westside Housing proudly nominated Casey for the SA/NT AHI Brighter Future Awards in the Tenant Led Initiative category. His outstanding contributions were recognised with a win, and he now goes forward to the National finals. These will be hosted at the Gala Dinner in Perth on 14 October 2025, as part of the AHURI Conference. This honour reflects the deep impact of Casey's work and the respect he has earned across the housing and community sectors.

In addition to this achievement, Casey is now working with fellow veterans to establish a veterans art therapy centre in Wallaroo.



The group has purchased an old pub, which they are transforming into a welcoming space for healing, creativity, and connection through art.

“Casey is an agent for change in his community. He is the person who is active, enthusiastic and encouraging during the most challenging phase of new ideas and projects – at the start, when no one is quite sure which direction to take.”

Westside Housing is proud to celebrate Casey Amos – not only as a tenant, but as a leader, artist, veteran, and changemaker whose contributions continue to shape a stronger, more connected community.





Carla

Carla, originally from South America, came to Adelaide in search of a better life. She was drawn to the city's peaceful atmosphere and proximity to nature.

Carla made a life for herself in her adopted country, but things didn't go quite as planned when she needed to suddenly leave a relationship. With no family supports nearby she sought help - and was eventually able to access transitional housing along with her young son. During the instability of eight months in transitional housing, a support worker helped her explore longer-term housing options, eventually connecting her with Westside Housing.

Now living in a Westside home, in a neighbourhood she already knew and liked, Carla has found a safe place to live and a sense of community. "I've really connected with my neighbour. We often chat and share meals, and that means a lot, especially since I don't have family here."

Since moving into her Westside home, Carla says a big change has been the sense of stability and support. "Whenever I've needed something fixed, it's been done straight away".

Carla juggles work as a fitness instructor with caring for her son, and she is passionate about health and wellbeing. Where possible, she makes time to get outdoors and loves hiking the trails around Adelaide to recharge and find a sense of peace.

Carla is now moving forward and is focused on achieving her goals and creating the best possible future for her son.

Our development pipeline

This year Westside Housing expanded its redevelopment program in inner metropolitan suburbs, chosen for their proximity to essential facilities.

Our strategy focuses on replacing ageing, poor performing homes that have reached the end of their economic life. This approach better meets tenants' needs while reducing maintenance costs.

In addition to the \$13.9m of projects underway we are working through a revised business case for 24 apartments in Kilburn.

Blair Athol



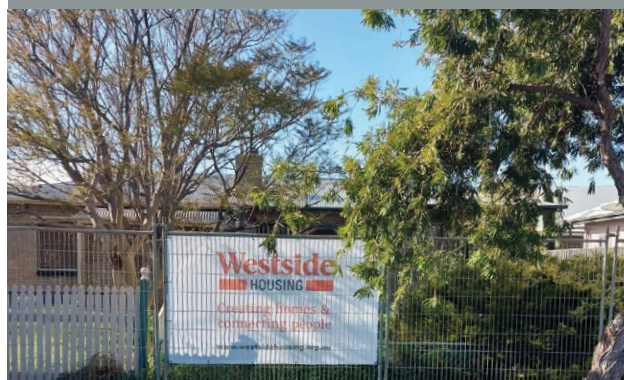
PROJECT VALUE \$4.5 million

TYPE Affordable housing

HOMES 10 dwellings

PARTNERS NAB Financing

Findon



PROJECT VALUE \$4.1 million

TYPE Social & affordable housing

HOMES 7 dwellings

PARTNERS Housing Australia

Prospect | Kilburn



PROJECT VALUE \$5.2 million

TYPE Social housing

HOMES 9 dwellings

PARTNERS SA Housing Trust

Kilburn



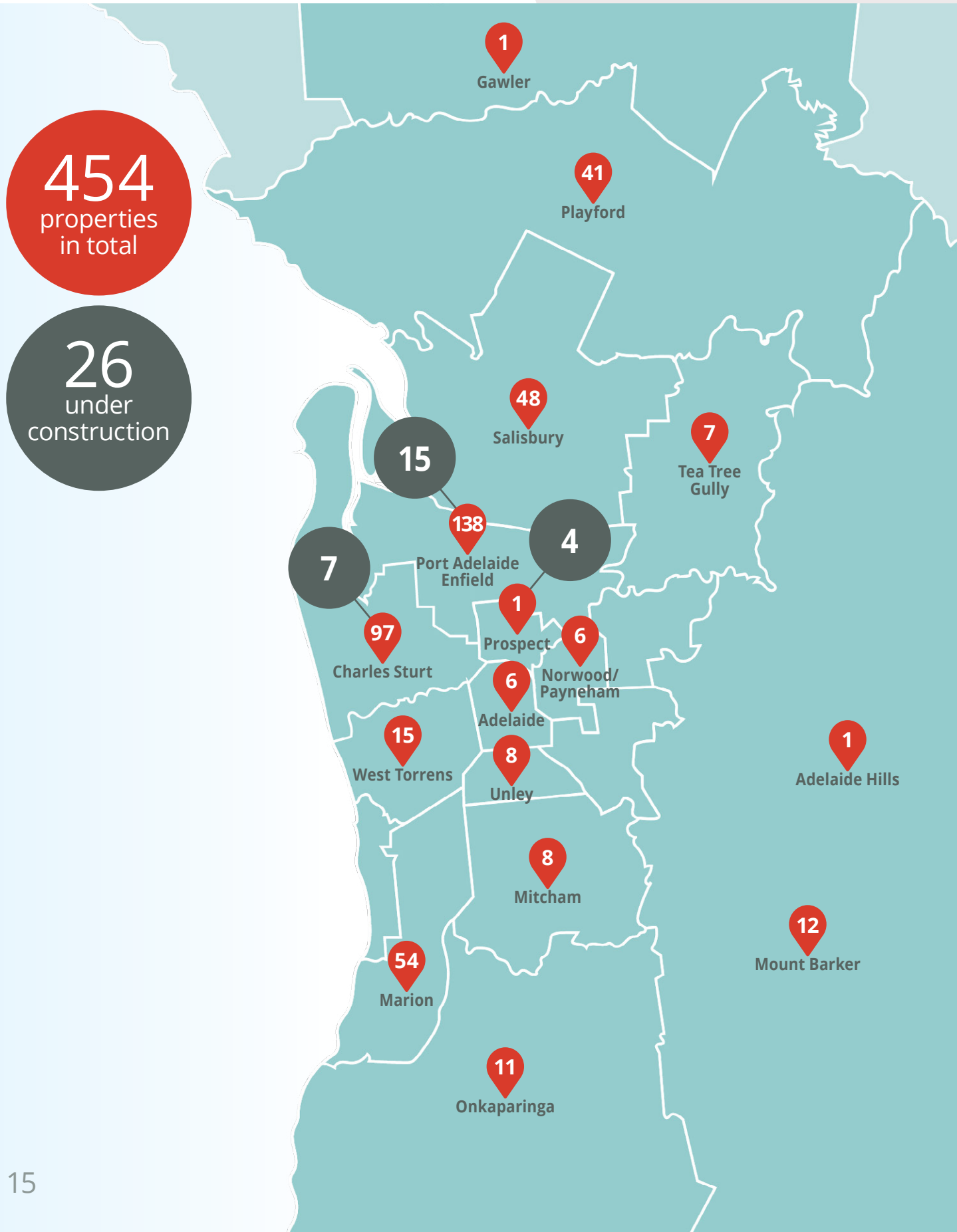
PROJECT VALUE \$13.9 million

TYPE Social housing

HOMES 24 apartments

PARTNERS SA Housing Trust

Our homes



Our financial summary

Westside Housing Company recorded a net profit of \$41,037,516 for the 2024/25 financial year with a gain on revaluation of properties of \$40,033,597.

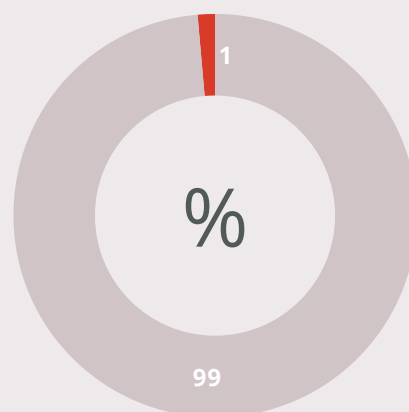
The operating surplus for the year was \$861,078.

Westside Housing is well placed to expand its housing portfolio, supported by a strong financial position with a low debt of \$400,000.

Operating expenses moved with inflation and maintenance expenditure increased to align with upgrading identified properties.

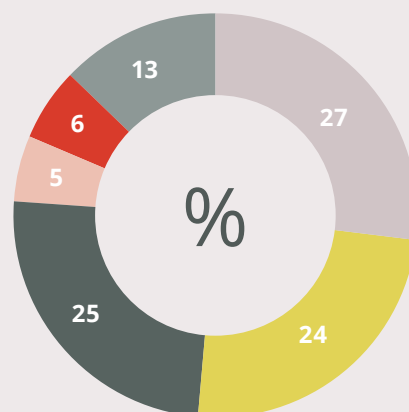
Operating income

Rental income	\$6,922,157	99%
Other revenue	\$87,014	1%
Total	\$7,009,171	



Operating expenses

Staff expenses	\$1,664,868	27%
Fixed payments to SAHA	\$1,507,463	24%
Maintenance expenses	\$1,518,683	25%
Rates & taxes	\$323,928	5%
Insurance	\$357,144	6%
Other operating expenses	\$776,008	13%
Total	\$6,148,094	



Statement of profit or loss and other comprehensive income for the year ended 30 June 2025

	2025 \$	2024 \$
Revenue from contracts with customers		
Rent (SACHA funded assets)	5,722,535	5,260,141
Rent (Other properties)	1,199,622	1,131,587
Other revenue		
Interest received	74,457	133,141
Other Income	12,557	26,186
Gain on sale of properties	142,841	-
Net gain on revaluation of properties	40,033,597	19,952,000
Total revenue	47,185,610	26,503,055
Expenses		
Administration expenses	576,853	704,217
Staffing costs	1,664,868	1,589,985
Fixed payments payable to SA Housing Authority	1,507,463	1,437,502
Maintenance expense – SACHA funded assets properties	1,252,879	974,767
Maintenance expense – other properties	265,805	275,582
Depreciation	101,448	99,041
Insurance	357,144	351,043
Rates and taxes	323,928	299,981
Other property expenses	59,750	41,492
Provision for doubtful debts	18,857	16,914
Interest paid on loan	19,101	17,486
Total expenses	6,148,094	5,808,011
Net surplus for the year	41,037,516	20,695,044
Total comprehensive income for the year	41,037,516	20,695,044

Statement of financial position for the year ended 30 June 2025

	2025 \$	2024 \$
Assets		
Current assets		
Cash and cash equivalents	1,621,129	799,724
Investments	12,100	2,512,100
Trade and other receivables	89,252	71,076
GST receivable	81,413	45,828
Other current assets	149,800	159,483
Total current assets	1,953,694	3,588,211
Non current assets		
Investment properties	250,456,369	207,286,060
Plant and equipment	118,633	110,631
Right-of-use assets	174,858	233,144
Total non current assets	250,749,860	207,629,834
Total assets	252,703,554	211,218,045
Liabilities		
Current liabilities		
Trade and other payables	815,148	721,466
Lease liabilities	57,951	53,075
Contract liabilities	-	2,152
Employee provisions	191,963	170,653
Total current liabilities	1,065,061	947,347
Non current liabilities		
Employee provisions	36,705	48,474
Bank facility	400,000	-
Lease liabilities	131,889	189,841
Total non current liabilities	568,594	238,314
Total liabilities	1,633,655	1,185,661
Net assets	251,069,899	210,032,383
Equity		
Accumulated surplus	251,089,899	210,032,383
Total equity	251,089,899	210,032,383

Providing people with a sense of community

AFGHANISTAN • ALBANIA • ARGENTINA • AUSTRALIA
BANGLADESH • BOSNIA & HERZEGOVINA • BURUNDI
CHILE • COLUMBIA • CROATIA • EGYPT • EL SALVADOR
ENGLAND • ERITREA • ETHIOPIA • GERMANY • GREECE
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PHILIPPINES • POLAND • PORTUGAL • SCOTLAND • SERBIA
SOMALIA • SOUTH AFRICA • SPAIN • SUDAN • SYRIA
TANZANIA • THAILAND • UKRAINE • UNITED KINGDOM
UNITED ARAB EMIRATES • VIETNAM



Industry memberships



Primary accreditations



Partnerships



Westside
HOUSING

Creating homes & connecting people



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