



**CITY WEST**  
HOUSING

# ANNUAL REPORT 2025

## BUILDING OPPORTUNITIES





Tribute to Gadigal Country by Jude Jarrett

## ACKNOWLEDGEMENT OF COUNTRY

City West Housing acknowledges the Traditional Custodians of the land on which we operate and throughout Australia. We pay our respects to their Elders past, present and emerging, for they hold the memories, traditions, cultures and hopes of Aboriginal and Torres Strait Islander Australia. We acknowledge that Aboriginal and Torres Strait Islander peoples continue to live in spiritual and sacred relationships with this Country.

City West Housing resides on Gadigal Country.

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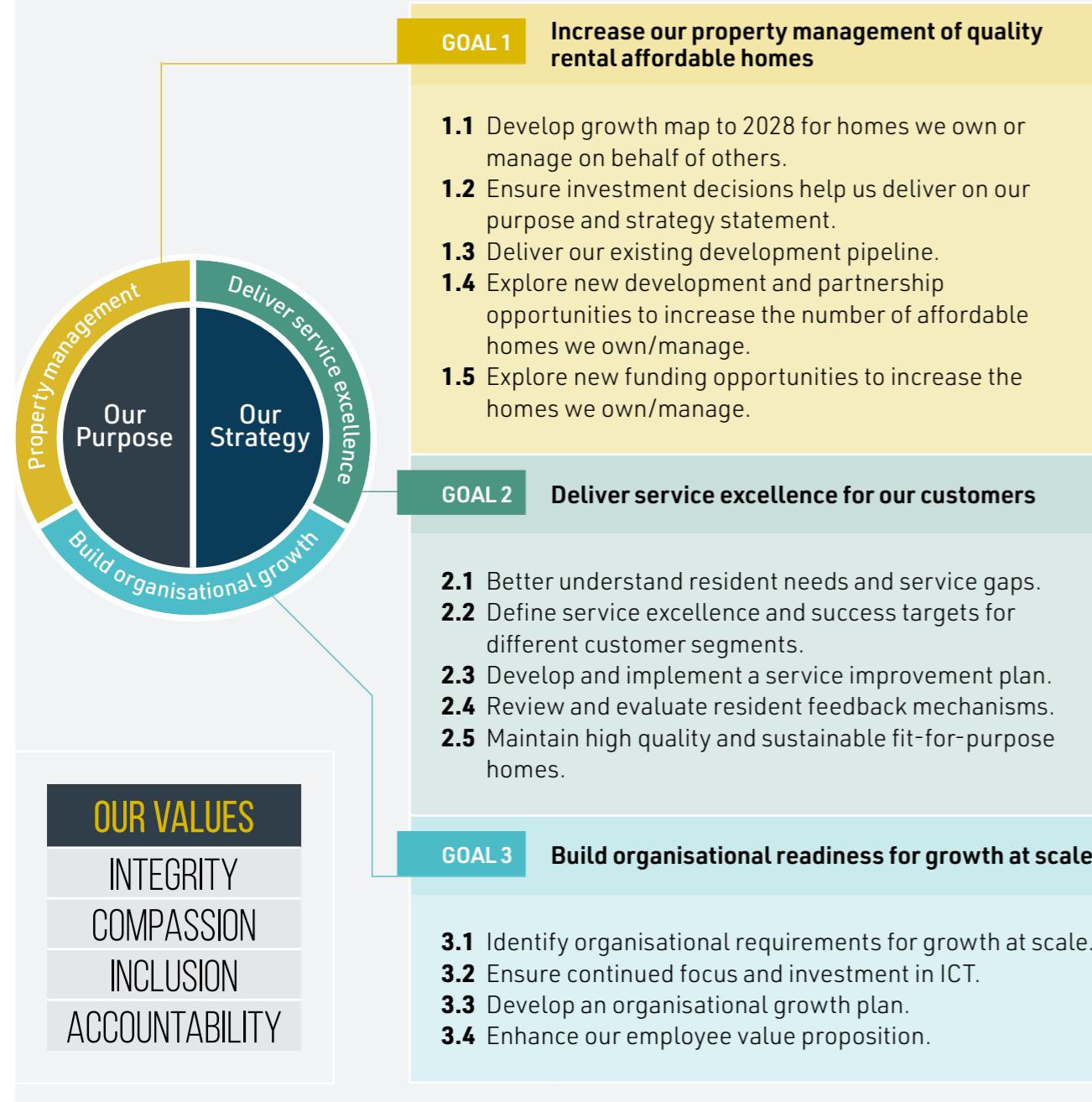
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At City West Housing, we are very conscious of our environmental responsibilities. Our annual report is printed on paper made carbon neutral and manufactured from 100% post-consumer recycled fibre.

# OUR STRATEGIC PRIORITIES

## OUR PURPOSE

To build stronger communities and improve people's lives through providing affordable housing.



# OUR STAKEHOLDERS

City West Housing works closely with residents, sector colleagues, community partners, Government and the private sector to deliver on our purpose and strategy.



# MESSAGE FROM THE CHAIR



Diana D'Ambra AM

**At City West Housing, we believe opportunity begins with a home. That's why this year's theme – **Building Opportunities** – is more than a slogan. It's a reflection of the doors we open every day: for new residents stepping into secure, affordable housing, and for long-standing tenants who benefit from programs that ease cost-of-living pressures, foster inclusion, and strengthen community bonds.**

**This theme also speaks to the exciting opportunities ahead for City West Housing itself. With a modernised governance structure and access to new funding streams, we're better positioned than ever to grow our impact.**

Over the past year, we've worked closely with Housing Australia to finalise contracts for three major development projects—delivering more than 460 apartments across Sydney. We've already secured funding under Housing Australia's Future Fund Facility and Bond Aggregator for one of these projects, a milestone that reflects our commitment to innovative financing and accelerated delivery.

**Boronia Apartments** in Waterloo, is now complete. In October, 125 residents began moving into 74 brand-new homes – marking our first all-electric building. Meanwhile, construction is underway on 80 apartments in Rockdale, with completion expected mid-2026.



Acacia Apartments development, artist's impression

FY2025 also brought a landmark achievement: City West Housing joined the successful consortium selected to renew the **Waterloo South public housing estate**. We're proud to help deliver 3,000 new homes – 20% of which will be affordable.

Looking ahead, FY2026 will be pivotal. We're working toward financial close for our **Acacia Apartments** development in Alexandria, comprising 264 homes. We aim to select a builder by year's end, with construction beginning in 2026. We're also excited to see the first affordable housing properties come online under our fee-for-service arm, **Arch** and to complete Tallowood Apartments in Rockdale.

Throughout this growth, our focus remains clear: deliver sustainably and always put residents at the heart of everything we do.

To my fellow Directors and the management team – thank you. Your dedication, expertise and collaboration continue to guide us forward as we bring our Strategic Plan to life.

*Diana D'Ambra*

**Diana D'Ambra AM**  
Chair, Board of Directors

# CEO REPORT



Leonie King

**As with previous years, FY2025 has been a year of change and growth. Demand for City West Housing's affordable rental apartments continues to escalate with the waiting list sitting at over 1,600 eligible applicants, an increase of 13 percent on the prior year.**

While tenancy turnover also increased, this reflected a higher than usual number of tenants transferring during the year to a different property within our portfolio that was better suited to their current needs.

The 74 apartments in our Boronia Apartments development in Waterloo, completed in September, go part of the way towards meeting the waiting list demand for well-located affordable housing but there is more to do.

We continue to progress planning approvals on four projects in our development pipeline with a fifth project, Tallowood Apartments, already under construction.



Boronia Apartments

During FY2025 we:

- ▶ Secured Stage 2 development approval for our 264-apartment development in Alexandria, Acacia Apartments,
- ▶ Progressed an application for Melaleuca Apartments in Bankstown through a State Significant Development Approval pathway, and
- ▶ Trialled a new pilot process for our Banksia Apartments affordable housing project in lieu of conducting a design competition, with the DA to be lodged in late 2026.

The additional housing we will be able to provide, across those three projects plus our Tallowood Apartment development, exceeds 600 apartments.

Our financial results remain strong, with profit for the year of \$62.7m and \$233.9 in cash and investments. The latter will reduce as we start to deliver the projects that form part of our significant capital program.

From a funding perspective, our success under Housing Australia's Future Fund Facility and as part of the successful consortium for the Waterloo South renewal project guarantees a strong pipeline of apartment delivery over the next ten years and will help our existing cash go further.



City West Housing residents and Tenant Voice Group members

Our Impact Report, a companion document to the Annual Report, provides more information on the impact and outcomes we have achieved during the year with a particular focus on the impact of our operations and the way we approach sustainability.

Good people are the backbone to any organisation. The organisation's headcount grew by more than 30 percent during the year, with new roles onboarded to deal with both the growth in the portfolio and the number of projects underway. This included a new Design Director who led the review and update of our detailed development design guidelines with a focus on resident amenity, sustainability and value for money.

Pleasingly despite significant change, staff engagement scores remained high, and we received a Best Workplace Award for the second year in a row in recognition of our strong results.



Melaleuca Apartments, artist's impression

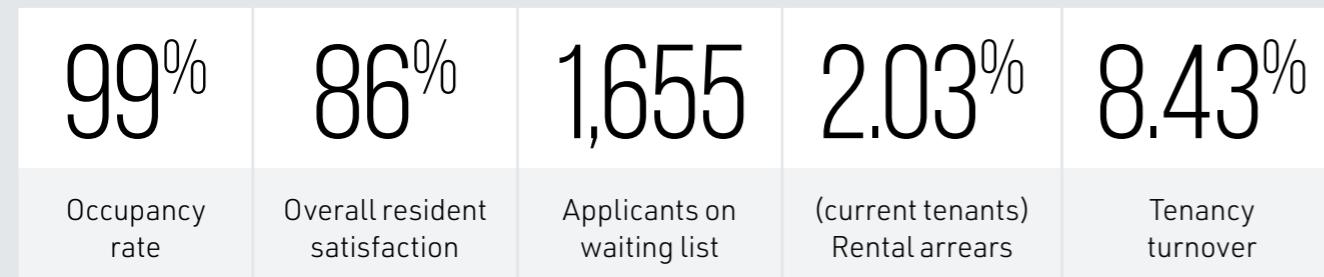
A continued thank you to the Board and staff for what has been a huge effort this year.

A thank you also to our residents, with a call out to the members of our Tenant Voice Group who dedicate their time and wisdom to engage with us on policies and processes. It continues to be a pleasure to work with you to deliver housing and services that support you and create communities in which you feel you can belong.

**Leonie King**  
Chief Executive Officer

# PERFORMANCE HIGHLIGHTS

## OUR CUSTOMERS



## OUR FINANCIAL PERFORMANCE



## PORTFOLIO 100% OWNED

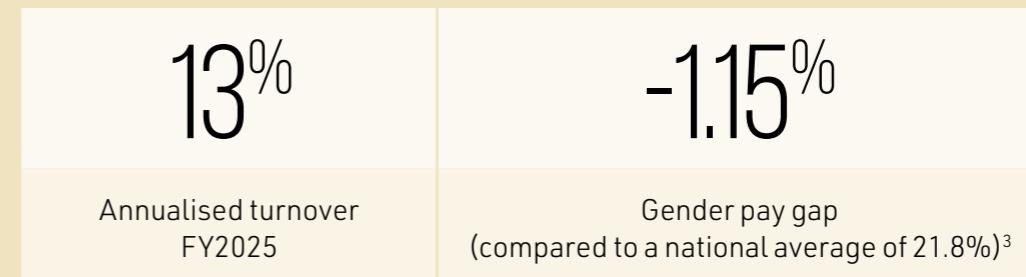


<sup>1</sup> includes affordable housing developer contributions

<sup>2</sup> includes commercial leases and market housing

# CITY WEST HOUSING STAFF SNAPSHOT

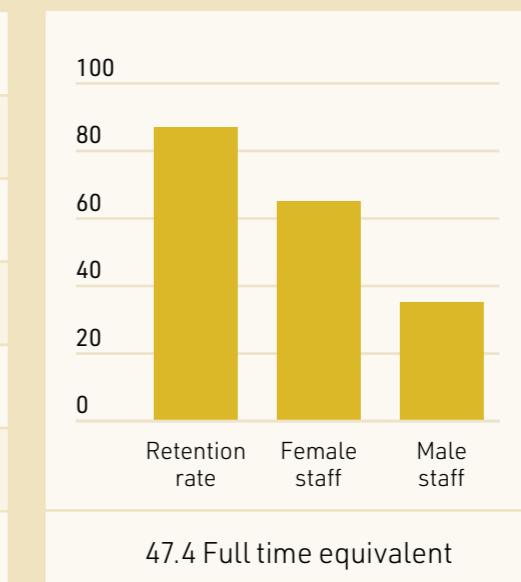
## OUR CUSTOMERS



## TEAM

|     |   |
|-----|---|
| 13% | Assets                                    |
| 22% | Development                               |
| 17% | Housing and Community Engagement          |
| 9%  | Operations                                |
| 26% | Finance, People & Culture, IT, Compliance |
| 4%  | Communications                            |
| 9%  | Office of the CEO                         |

## OUR STAFF (%)



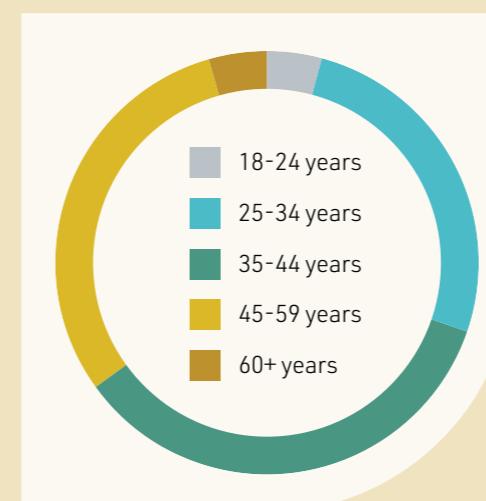
## COUNTRY OF BIRTH

|                 |
|-----------------|
| China/Hong Kong |
| Philippines     |
| USA             |
| Indonesia       |
| England         |
| Ireland         |
| New Zealand     |
| Malaysia        |
| Sri Lanka       |
| Norway          |

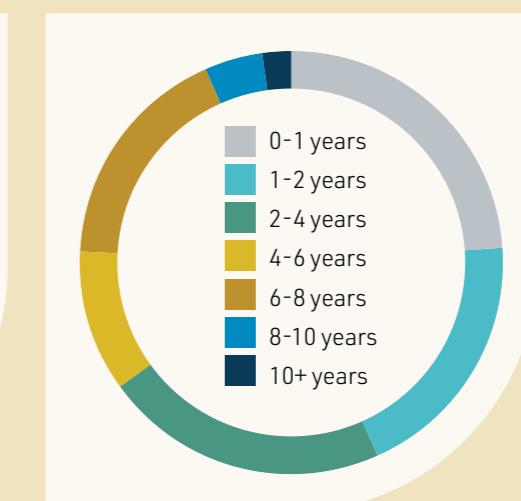
## LANGUAGES SPOKEN

|            |
|------------|
| Cantonese  |
| Mandarin   |
| Filipino   |
| Indonesian |
| Vietnamese |
| Spanish    |
| Croatian   |
| Portuguese |
| Tamil      |
| Sinhala    |
| Greek      |
| Arabic     |
| French     |
| Norwegian  |

## STAFF AGE (%)



## YEARS WORKING WITH US (%)



# SNAPSHOT OF OUR TENANTS

|         |           |
|---------|-----------|
| 890     | 1,600     |
| Tenants | Residents |

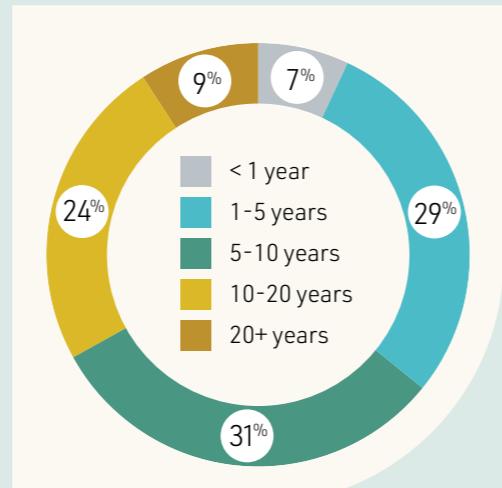
## TENANTS

|     |   |
|-----|---|
| 12% | Identify as Aboriginal and Torres Strait Islander peoples |
| 23% | Identify as having another cultural background            |
| 66% | Are female  |

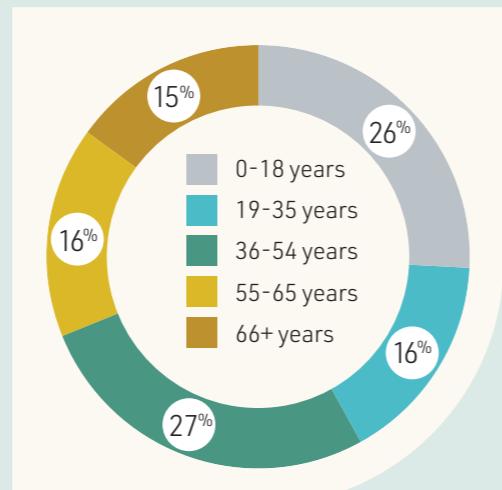
## HOUSEHOLD INCOME AS AT 30 JUNE

|     |  |
|-----|--|
| 56% | Very low income 0-50% of median household income   |
| 26% | Low income 50-80% of median household income       |
| 18% | Moderate income 80-120% of median household income |

## AVERAGE LENGTH OF TENANCY



## RESIDENT AGE



# GOAL 1: INCREASE OUR PROPERTY MANAGEMENT OF QUALITY RENTAL AFFORDABLE HOMES

Increase the number of homes managed through both our development pipeline and new channels

## OUR PORTFOLIO

In September 2025 City West Housing completed a 74-apartment development in Waterloo Sydney, Boronia Apartments.

This brings the total number of affordable apartments owned and managed to 964 at the end of September 2025, and total apartments under our ownership to 1,006.

|       |   |
|-------|---|
| 964   | Affordable apartments across 21 buildings |
| 99%   | Occupancy rate                            |
| 42    | Market apartments in 1 building           |
| 1,006 | Total apartments                          |

## OUR DEVELOPMENT PIPELINE

Our development pipeline includes five projects delivering more than 700 apartments.

|     |  |
|-----|--|
| 80  | Apartments under construction, Bayside LGA       |
| 264 | Apartments Stage 2 DA, City of Sydney LGA        |
| 126 | Apartments in planning, Canterbury Bankstown LGA |
| 272 | Apartments in planning, City of Sydney LGA       |

One of the above sites was acquired in early last financial year with Banksia Apartments now part of a pilot alternative design process being trialled by the City of Sydney for affordable housing projects. Subject to funding, this will bring forward the delivery of this project.



Banksia Apartments artist's impression

## Development capability

City West Housing's approach to affordable housing development is grounded in long-term thinking and purpose-led design.

As part of a commitment to build internal capacity and capability City West Housing recently onboarded two design managers. Located within the development team the remit of the design team has included a review and update of our detailed design guidelines and specifications for fixtures and fittings to best balance resident amenity, value for money and long-term operational efficiency and sustainability.



Banksia Apartments artist's impression



Waterloo South Renewal project artist's impression

## WATERLOO SOUTH RENEWAL

During the year the NSW Government announced the successful proponent for the redevelopment of the Waterloo South public housing estate.

The Waterloo renewal project, Australia's largest social housing project, will deliver more than 1,000 new social homes, over 600 affordable homes and around 1,500 private homes. A focus on outcomes means there will be more and better housing, exceptional amenity and positive outcomes for tenants and for Aboriginal people.

City West Housing was part of the winning consortium with Stockland and community housing partners Link Wentworth and Birribee Housing and will become the owner of newly developed affordable housing on the estate. This was an exciting outcome after an extensive procurement process.

City West Housing will manage the affordable housing with our Aboriginal community housing partner, Birribee Housing, who will manage 15 percent of the affordable homes in the renewal area.

The three community housing providers are signatories to a Partnership Agreement

which sets out principles for the way we will work together and matters requiring joint decision making.

City West Housing's participation in this renewal project reinforces our commitment to delivering quality affordable rental housing in inner Sydney and will allow us to leverage our existing knowledge of the area and our local relationships.

# DELIVERING MORE AFFORDABLE HOUSING



Boronia Apartments

## Boronia Apartments

Our first project to secure funding through the Housing Australia Future Fund Facility is Boronia Apartments. Completed in September 2025 this \$66m 74-apartment affordable development will provide homes for a range of residents including low-income workers, older people and women and children escaping domestic and family violence.

Boronia Apartments is also the first inner Sydney project to be delivered under the Housing Australia Future Fund Facility.

With 74 apartments housing 125 residents this all electric building tenure blind has been thoughtfully designed with a focus on:

- ▲ Passive design
- ▲ Natural cross ventilation
- ▲ Spaces that facilitate social connection
- ▲ Ageing in place
- ▲ Robust design and fixtures and fittings to reduce lifecycle costs
- ▲ Reducing operating costs through the use of solar PV cells to power common areas.

This apartment building is home to residents on very low, low and moderate incomes with a diverse range of needs.

*"It was very exciting when I received the email from City West Housing," Vivian recalls. "It'll be nice to have our own space and start fresh – to really start living our lives a little bit."*

## A New Beginning for Vivian at Boronia Apartments

Vivian, a childcare centre manager and single mother to young daughter Lyla, was facing the very real possibility of having to move over three hours away from Sydney to live with her parents. They were fortunate to be able to stay with her grandmother while they looked for a place to rent, close to where she worked in Chippendale.

Despite Vivian's steady income, the private rental market was out of reach – homes were either too expensive or gone before she had a chance to apply.



Boronia Apartments interior



City West Housing tenants Vivian and Lyla

That all changed when she was offered affordable housing in Boronia Apartments, City West Housing's newest development in Waterloo. Purpose-built to provide secure, long-term homes for people on very low to moderate incomes, Boronia Apartments has transformed Vivian's future. Now, she will live just 20 minutes from her workplace, allowing her to maintain stability for herself and Lyla.

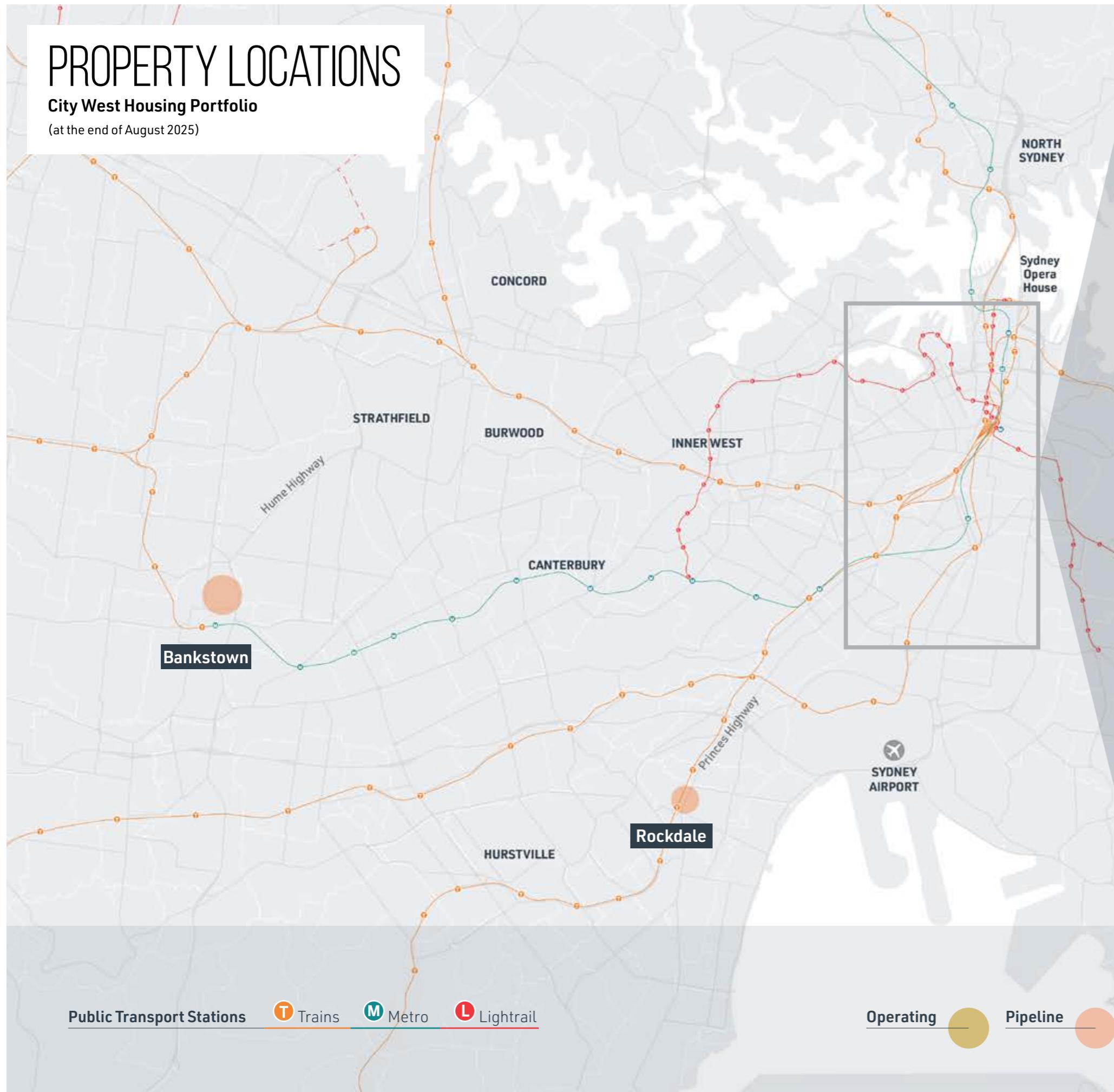
Vivian is one of the first residents to move into one of the 74 new apartments, designed to meet the needs of lower income essential workers, older single women, and others at risk of homelessness. The one-, two- and three-bedroom homes are bright, modern, and thoughtfully designed to support ageing in place, with access to natural light and a green courtyard that encourages community.

For Vivian, Boronia Apartments is more than just a place to live – it's the foundation for a fresh start, close to the life she's built.

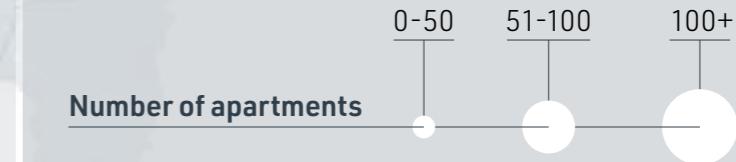
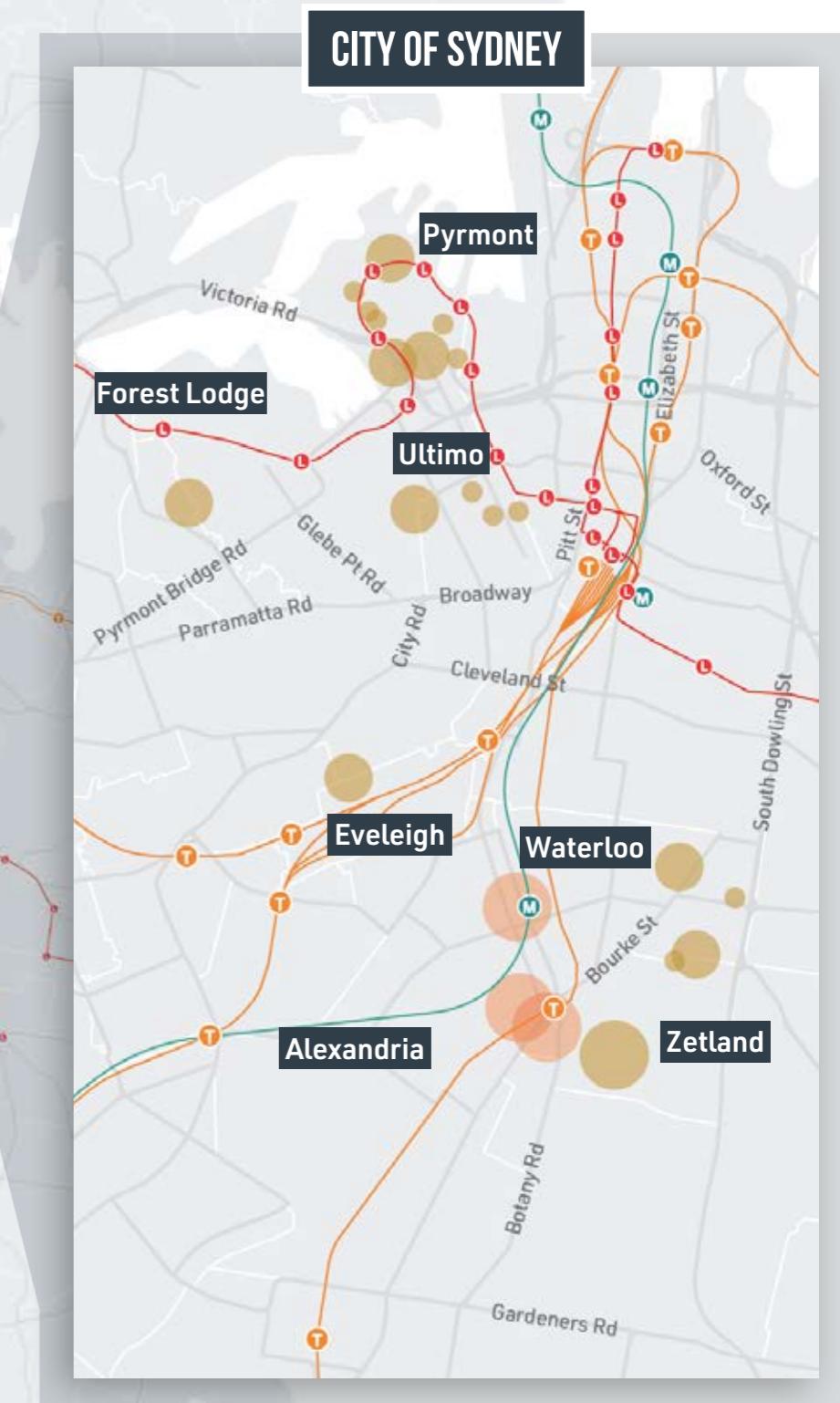
# PROPERTY LOCATIONS

## City West Housing Portfolio

(at the end of August 2025)



## CITY OF SYDNEY



## TALLOWWOOD APARTMENTS

Construction continued during the year on Tallowwood Apartments, an 80-apartment affordable housing development in the Bayside Local Government Area. This development, City West Housing's first outside of the City of Sydney, should complete in mid-2026.

### Managing affordable housing for private owners

A commitment under our current Strategic Plan is to grow the number of affordable homes City West Housing manages to help meet growing need.

In FY2025 we progressed work to establish a new affordable housing management division, Arch, as a tailored service to support developers and asset owners meet affordable housing requirements. Arch will launch in FY2026 and leverages City West Housing's three decades of experience managing affordable rental housing at scale. The first apartments under this new business line will be completed and ready to tenant in late 2025.

### ESG Action Plan

City West Housing was an early adopter of the national community housing ESG standard, which was launched in March 2023. The standard informs a sector specific disclosure tool for community housing organisations to demonstrate their ESG credentials.

The second annual review of performance against the standard was published in July 2025 and consolidates the data of 17 community housing 'adopters' of the standard who own and manage around 54,000 properties between them. The Standard is helping position community housing as a credible investment option while driving real improvements in housing options.

City West Housing committed this year to



Tallowwood Apartments development site

developing an ESG Action Plan, in parallel with plans by the national industry peak body to fine tune the criteria and better align the standard to global climate-related standards for lenders and investors and national regulatory reporting requirements.

The ESG Action Plan provides a clear framework for planning and reporting and prioritises those actions that respond to gaps in our ability to meet the criteria outlined in the national standard.

This new Action Plan groups activities under the following three pillars:

1. A healthy liveable planet
2. Safe inclusive affordable housing
3. A responsible and responsive organisation

The Action Plan will inform priorities for action.

## GOAL 2: DELIVERING SERVICE EXCELLENCE FOR OUR CUSTOMERS

- ▲ Increase overall tenant satisfaction
- ▲ Deliver on our customer service charter
- ▲ Reduce negative tenant exits

|     |   |
|-----|---|
| 86% | Overall satisfaction with City West Housing |
| 84% | Satisfaction with overall condition of home |
| 81% | Value for money for rent paid               |

### TENANT SATISFACTION

After consultation with tenants, we deferred this year's tenant satisfaction survey to allow us more time to focus on the actions arising from the previous survey. We will now move to a biennial survey which is conducted independently to City West Housing.

One of the areas we are currently focussed on is satisfaction with repairs and maintenance and communication by staff and by contracts in particular. We continue to work towards implementing a new asset management system which will ultimately be integrated with our existing housing management system, providing us with a single view of residents. While there have been some delays, once live this new system will provide enhanced functionality for residents including the ability for residents to track their repair requests.



City West Housing residents at the Annual Resident Forum

We have also taken some steps to improve our communication with and education of our residents. For example, in response to feedback from residents at our 2024 resident forum we produced updated Fact Sheets to provide direction to residents on how to get a smart meter installed through their electricity supplier and to provide guidance to residents living in buildings retrofitted with solar panels and who are currently connected on how to make the best use of solar to maximise the benefits.

Our Customer Service Charter, which we reviewed and updated in early FY2025, describes what our customers can expect from City West Housing and how they can help us do our job. The revised Charter below, sets the following standards.

| Standards                        | Timeframe  |
|----------------------------------|--|
| Customer queries                 | Respond in a timely manner   |
| Complaints and appeals           | Acknowledge: within 7 days   |
| Respond: within 28 business days | Overall satisfaction with City West Housing  |
| Reporting a repair               | Access to report a repair 24/7   |
| Urgent repair                    | Contractor attendance: within 4 hours  |
| Emergency repair                 | Contractor attendance: within 24 hours   |
| Routine repairs                  | Contractor attendance: within 14 days  |
| Rent review notice               | Notice of assessment information needed: 14 days   |
| Rent change notice               | Notice in writing of any changes to your rent: at least 14 days                          |
| Privacy and confidentiality      | We comply with all applicable legislation relating to the management of your information |

## THE VOICE OF RESIDENTS

We continue to gather feedback in a number of different ways to inform the way we work and to help us continuously improve.

These feedback mechanisms include:

- ▲ Continued block meetings and community engagement activities
- ▲ A focus on ensuring that there is greater visibility by the residents of their Housing Manager, including through the annual home visit program
- ▲ Continuing to grow our community engagement efforts and linking Community Engagement Officers with the Housing Managers and residents to get input and feedback on existing and potential programs
- ▲ The Ageing in Place working group
- ▲ A well-established complaints & appeals process
- ▲ Our Annual Resident Forum, which includes a report on progress against the survey Action Plan and a management Q&A session.
- ▲ A more active Tenant Voice group.

## IMPROVING CUSTOMER SERVICE

City West Housing's focus on improving customer service is ongoing and is focussed on:

- ▲ Identifying gaps between customer needs, their reasonable expectations and what we perceive they need and expect
- ▲ Identifying communication gaps relating to our customer facing policies and procedures and residents' understanding
- ▲ Assessing internal expectation gaps
- ▲ Examining gaps between policy, processes and values, and how these are interpreted and implemented by staff.
- ▲ Recommending success metrics tailored to a variety of customer segments.



City West Housing residents and staff at the Annual Resident Forum

There are a number of themes that have emerged from the feedback received from residents across a number of different channels and some clear priority areas. Examples include:

- ▲ **Maintenance:** residents feel that there is a lack of information on the progress of requests and there were varying views about the quality of the work undertaken and contractor behaviour.
- ▲ **Rent:** Information explaining the rent calculation is seen as too hard to read and/or not user friendly.
- ▲ **Listening and acting on tenants' views:** residents want to have input into decisions that affect the building they live in and their building community.



City West Housing residents and staff at the Annual Resident Forum

| What we heard from our Tenant Voice Group this year   | What we did  |
|---|--|
| <b>The rent policy is confusing and hard to understand</b>  | <ul style="list-style-type: none"> <li>▶ Reviewed the policy and simplified it</li> <li>▶ Developed fact sheets to explain how rent is calculated</li> </ul>                               |
| <b>Tenants are unsure if common area repairs have been reported</b>   | <ul style="list-style-type: none"> <li>▶ Updated our processes to include the sending of an SMS to all tenants for incidents such as lift outages or the water being turned off</li> </ul> |
| <b>Challenges with parcel delivery</b>  | <ul style="list-style-type: none"> <li>▶ Developed fact sheets that are now on the Resource Hub available to tenants and which include information about parcel lockers</li> </ul>         |
| <b>Building design feedback</b>   | <ul style="list-style-type: none"> <li>▶ Arranged for members of the development team to conduct a walkthrough of a number of existing apartments.</li> </ul>                              |
| <b>Need to improve communication of who to contact when Housing Managers are on extended leave</b>              | <ul style="list-style-type: none"> <li>▶ Put in place a process to email all impacted residents to advise of staff movements.</li> </ul>   |
| <b>Ongoing issues with some residents not cleaning up after their dogs or placing rubbish in the right bins</b> | <ul style="list-style-type: none"> <li>▶ Issued letters to buildings to remind tenants of their obligations</li> <li>▶ Developed new tenant fact sheets</li> </ul>                         |

We are working with the Tenant Voice Group on improving our feedback loops, focusing on identifying the most efficient, effective and appropriate ways to gather feedback from a wide section of residents in addition to conducting a formal tenant satisfaction survey every two years.



Ross Street, Forrest Lodge

## CUSTOMER SERVICE ACTION PLAN

During the year City West Housing:

- ▶ Updated its Customer Service Charter
- ▶ Continued to work on the roll out of a new asset management system which will enhance communication between residents, staff and contractors.
- ▶ Reviewed and updated our rent policies, including preparing simple fact sheets with worked examples and case studies of how rent is calculated. These policies and fact sheets have been finalised and published, following consultation with members of our Tenant Voice group.

A new approach to block meetings was introduced to try and maximise attendance through incorporating community engagement activities. These onsite engagement opportunities have been redesigned to 'Community Conversations' with a focus on creating community in addition to ways CWH can improve.

With encouragement from our Tenant Voice Group, we have also implemented a new process to gather information on positive practices to determine what CWH should keep doing.

### Access to Information

As part of our focus on customer service this year we revamped the way residents can access information about City West Housing policies and procedures and their building by creating a new resource hub.

Residents can now easily locate the policies relevant to them and their building through a new easy to use search function on the website.

### Staff off-site day

Customer connection was also a focus of our latest staff offsite day.

Throughout the day staff had the opportunity to sit with colleagues from different teams to understand how their work contributes and supports the customer journey. This was a chance to break down silos and appreciate the collective effort involved in creating a positive customer experience.

There was also a sharing of resident stories.

*"Hearing the stories from other staff members allowed me to see the positive impact we have on our customers".*

### Commitment to continuous improvement

City West Housing recognises that continuous improvement is an important part of doing business and that effective improvement is vital to delivering on our purpose and objectives.

A strategic goal is to complete a gap analysis across the business.



City West Housing residents and staff at the Annual Resident Forum

We're prioritising the functions that we analyse.

A continuous improvement project was developed, with a Gap Analysis workshop piloted during the year. The pilot looked at the rent review process and improvements that can be made now and into the future as the number of properties and tenancies under management grows.

Each gap analysis will identify areas for improvement and some of these improvements will come into our continuous improvement program which was launched in October. We're prioritising the functions that we analyse, with the next function for review being the allocations function.

## ENGAGING WITH RESIDENTS AND COMMUNITIES

### Community Engagement Survey

In early FY2025 City West Housing surveyed residents online to help inform our community engagement activities and the development of a Community Engagement Action Plan.

Of those tenants who responded:

|     |  |
|-----|--|
| 54% | Had participated in one of our Community Engagement events   |
| 49% | Were interested in getting to know their neighbours better   |
| 69% | Felt positive about their City West Housing community  |
| 54% | Felt that City West Housing cared about their block (with an additional 26% having neutral feelings) |
| 64% | Felt that the communication they receive from City West Housing is about right                       |

Residents were also invited to provide comments.

*"I enjoy where I live. I feel safe and the neighbours are very polite and helpful. A neighbour had to relocate to another CWH property for health reasons so it's good to see you get looked after."*



# COMMUNITY CELEBRATION DINNER: BUILDING CONNECTION THROUGH SHARED EXPERIENCE

In July this year we also held a dinner for residents at Refettorio OzHarvest in Surry Hills.

Informed by insights from our Community Engagement Survey, the Community Celebration Dinner was created to celebrate resident achievements, strengthen social connection, and foster a sense of community pride. Held at the Refettorio OzHarvest – a social enterprise providing free, nutritious meals—the event was a meaningful return for many residents who had previously accessed the service during periods of hardship. Several shared that being back under more positive circumstances felt empowering and affirming.



The evening provided a valuable opportunity for residents and staff to connect outside formal settings, helping to build trust, strengthen relationships, and open the door to deeper conversations. Thirty-eight residents attended, many arriving alone or with a neighbour. The atmosphere was vibrant and warm. Many residents dressed for the occasion and shared that the chance to attend a social evening felt like a rare and welcome luxury.

The impact extended beyond the event itself. Residents engaged in candid conversations, with several expressing how much they valued the opportunity to share their stories.

One resident, a single mother experiencing significant isolation, was met with empathy and support from neighbours she had never met before.



*"I could go a week without talking to another adult. Every day I wait for my daughter to get home from school, and I'm so excited to talk to her, but I crave interactions with other adults."*

The two neighbours from her block who were sitting across from her instantly made a connection. Moved by her honesty and vulnerability, they invited her out for coffee. This marked the beginning of a new support network—one of several such moments that evening.

The event also provided an opportunity to consult with the residents in attendance. Five City West Housing staff members attended the event to facilitate discussion in small groups.

The consultation focussed on four central questions which aimed to better understand residents' views on community, identify the kinds of programs they would like to City West Housing to offer, and explore both barriers to and enablers of event participation. Feedback was also gathered from written responses from the residents.

The dinner was a clear demonstration of the power of community-building initiatives. Feedback from attendees was overwhelmingly positive, with strong interest in future events. Moments like these reinforce the importance of creating spaces where residents feel seen, heard, and connected.



# IMPROVING TENANT OUTCOMES

**There has been an active focus during the year on looking at ways to improve outcomes for a number of priority tenant cohorts.**

## Aboriginal Residents

City West Housing's Aboriginal Liaison Officer (ALO) is continuing to get to know the residents including through accompanying Housing Managers on home visits with Aboriginal residents and attending block meetings.

Housing Managers and the ALO are also continuing to work on developing and documenting strategies to:

- ▲ Reduce tenant debt and arrears
- ▲ Streamline engagement between teams, and
- ▲ Increase levels of engagement with City West Housing by our Aboriginal residents.



## Innovate Reconciliation Action Plan (RAP)

In May this year our RAP Working Group launched City West Housing's second Reconciliation Action Plan. As an organisation committed to providing essential housing solutions for diverse communities, we recognise the importance of acknowledging and respecting the rich cultural heritage of Australia's First Nations peoples.

The Plan demonstrates our ongoing commitment to promote reconciliation with First Nations peoples, improve our cultural understanding and to work in a culturally appropriate way with the communities we serve.



Boronia Apartments lobby entry

## Residents Experiencing Domestic and Family Violence

City West Housing has two formal support agreements in place and a number of informal referral partnerships with services that provide support to individuals and families experiencing domestic and family violence (DFV).

During the year we reviewed our formal support partnerships and renegotiated one of these agreements to increase the support available to City West Housing residents experiencing DFV in exchange for nomination rights into a small number of apartments.

With commitments under the NSW Government's Community Housing Innovations Fund to dedicate a number of apartments in our latest affordable housing development to this cohort, the building incorporates safety through the use of active surveillance such as CCTV, a video intercom to the lobby entry to manage visitors to the building and covered peepholes in front doors to enable passive surveillance.

# AGEING IN PLACE

## Older residents

With one in five older Australians experiencing loneliness and isolation our Ageing in Place Strategy places a focus on reducing loneliness and isolation, creating connections between residents and giving our residents an opportunity to give back. Social isolation can also be attributed to poor health outcomes.

22 percent of City West Housing tenants and 15 percent of residents are aged over 65, making this a continued focus for the organisation.



Katrina, one of City West Housing's older residents receiving flowers on her birthday from her Housing Manager Shannon

In line with our Ageing in Place Strategy we have established an Ageing in Place working group which meets twice a year. We continue to explore programs and social activities that align to the Strategy's key objective which is to maintain independence for our older residents. By remaining in their homes for as long as possible our residents will:

- ▲ Be self-reliant for longer
- ▲ Continue to pursue hobbies and interests
- ▲ Have family and friends visit when they like
- ▲ Maintain other social networks
- ▲ Stay in a place that is familiar and predictable
- ▲ Remain connected to their community
- ▲ Put less pressure on the health and aged care systems
- ▲ Act as a source of stability to younger people
- ▲ Keep possessions (including animals) that they may have to forego if relocating to an aged care home.

During FY2025 we had 108 residents engage in a range of activities, including the working group, a Seniors Cruise and our Youngsters program which links tech savvy youngsters to our older residents to help them navigate the digital world.

# RESIDENT AND COMMUNITY WELLBEING

## Linking tenants to support

In addition to a small number of targeted formal partnerships City West Housing has informal referral partnerships with a wide range of services to link tenants to a wide range of supports, including:

- ▲ Yamurrah: provide counselling, legal advice and support to victims and survivors of sexual assault and domestic and family violence.
- ▲ First Nations Response: providing free meals, groceries, essentials and advocacy to Aboriginal and Torres Strait Islander communities.
- ▲ OzHarvest Market Waterloo: providing a variety of rescued fresh produce and pantry staples to people in need.
- ▲ Pyrmont Care: providing recycled furniture to residents in the inner-city area.
- ▲ Proactive Health: connecting individuals to allied health practitioners.

## Community Engagement Action Plan

City West Housing's two-year Community Engagement Action Plan, informed through consultation with residents, is focussed on the following outcomes:

- ▲ Placemaking and activation in new communities
- ▲ Residents taking up more active roles to support the organisation
- ▲ Improved community cohesion in locations with higher levels of anti-social behaviour
- ▲ Greater engagement by residents in activities and programs
- ▲ Resident access to greater opportunities.



Residents at the Urban Food growing workshop

## Programs that support resident engagement

In addition to the range of initiatives targeted specifically to older residents, City West Housing runs a Build Your Neighbourhood program designed to bring residents together in pursuit of shared interests to build a sense of community and social connection.

1,018

Participants

City West Housing lead initiatives during the year included:

- ▲ Access to free or subsidised tickets for cultural events through the Belvoir Theatre, Carriageworks, Bangarra and the Australian Chamber Orchestra.
- ▲ Access to council lead events such as Arting with Nature and the Seniors Cruise.

Resident lead initiatives, with support from City West Housing, included:

- ▲ Kids Yoga
- ▲ Urban Food Growing workshop
- ▲ Parents Group
- ▲ Chess Club
- ▲ Notebook Club
- ▲ John Street Food Pantry

# JOHN STREET FOOD PANTRY – FOSTERING SOCIAL CONNECTION

At City West Housing, we believe affordable housing is just the beginning. Our commitment extends to supporting initiatives that foster wellbeing, connection, and resilience in our communities.

Linda, a long-term resident, has been quietly supporting her neighbours for years—collecting surplus food from local businesses and distributing it to those in need. As demand increased, this informal effort became difficult to manage alone.

With support from City West Housing's Build Your Neighbourhood program, Linda launched the John Street Food Pantry. This resident-led initiative has more than doubled its reach, providing food security to vulnerable neighbours while strengthening the fabric of the community.

Linda's thoughtful interactions—such



John Street Food Pantry

as welcoming a newly arrived single mother with a warm chat and a meal or checking in on an isolated older neighbour without access to technology—demonstrate the pantry's broader impact.

*"The pantry fosters a warm, inclusive community. It's not just about food—it's about kindness, consideration, and connection," said Linda.*

The pantry now serves as a vital hub where residents look out for one another, reducing social isolation and promoting dignity.



John Street Food Pantry

# NOTE-MAKING COURSE ENCOURAGES MINDFULNESS

City West Housing residents Jamila and Craig's vision was to offer a social and creative outlet for people who want to be more mindful and disconnect from their phones. In addition to providing participants with the tools to effectively journal and connect with themselves, participants also worked together on a collective body of work.

This note-making course invited community members to explore mindful creativity through writing, drawing, sketching, painting, and collage. It was about slowing down, noticing the world, and documenting it one page at a time.

With support from our Build Your Neighbourhood (BYN) program, this initiative grew from a seed of an idea and bloomed into a living, breathing, community project.

Jamila shared:

*"This project was always something Craig and I were going to do. Without the BYN program, we would've had to fund it ourselves, and who knows how long that could have taken! Being funded through BYN has meant that we've finally been able to bring our vision to life and we're super stoked with the results."*



Mindful note-making course



Mindful note-making course

# INITIATIVES TO SUPPORT RESIDENT WELLBEING

In FY2025 we conducted home visits to all of our tenants to check on their welfare and tenancy needs. This provided the opportunity for Housing Managers to support the tenants by:

- Identifying and reporting repairs,
- Providing an opportunity to identify where additional supports/referrals may be required, and
- Collecting feedback to help improve our services.

As a result of one of our home visits staff leveraged City West Housing's social contract with our Lawns Grounds and Cleaning contractor to provide a one off clean for an older resident who was experiencing hardship.

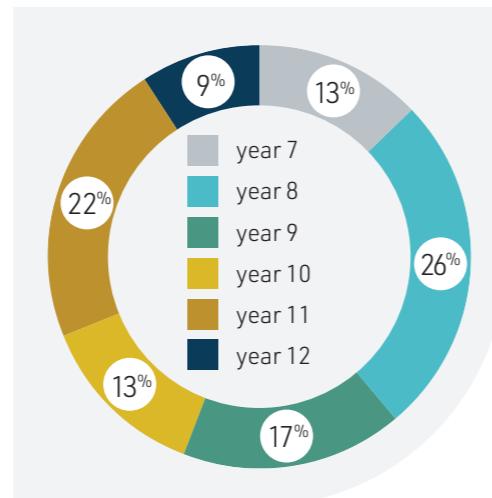
## Aspire Education Fund

The Aspire Education Fund was launched in 2023 to support young residents to stay in school and engage in their community, enhancing their future education, employment and life prospects. The fund provides educational support to young City West Housing residents, covering essentials like school fees, tutoring, uniforms and extracurricular activities.

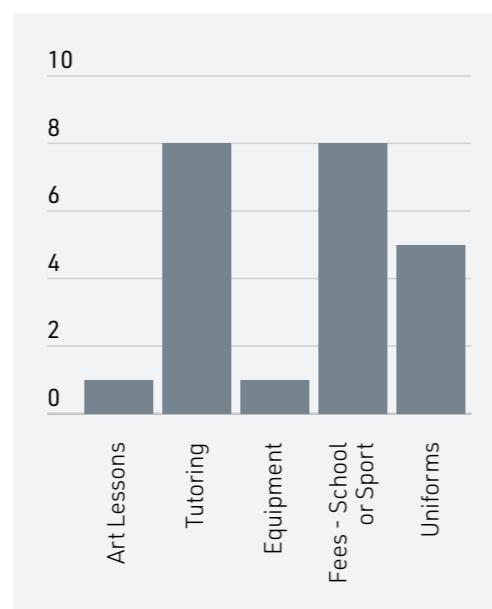
Originally targeted to students in Years 11 and 12, this year we extended the program to all high school students and placed a particular focus on improving engagement in the program by our Aboriginal and Torres Strait Islander residents.

We were also able to increase our funding for this program with corporate sponsorship through Massons law firm who said, *"by investing in young people's education we are helping to build a stronger, more equitable future for the community"*.

### Aspire FY2025 - Distribution by School Year



### Aspire FY2025 - Distribution by Type of Funding



# SUPPORTING EDUCATION AND STRENGTHENING COMMUNITY CONNECTIONS

City West Housing residents Michael and Khaialla are among 18 young people supported through the 2024 Aspire Education Fund.

The siblings received funding to help cover essential school costs such as uniforms and sports fees. Aspire is a City West Housing initiative that provides up to \$1,000 annually to support young residents in Years 7-12 to stay engaged in their education.

Their father, also named Michael, is a single parent who says the support has made a meaningful difference:

*"The Aspire Education Fund was a great help for me and my family. Being a sole parent, any help is great. We're very appreciative."*

Originally from the Hunter Valley, the family moved to Sydney to access better opportunities and be closer to their extended family and the local Aboriginal community.



Michael and Khaialla

*"City West Housing has made it easier for us in so many ways," said Michael. "It's not just about housing – it's about being part of a community that supports you."*

In 2013, the family was offered secure, affordable housing by City West Housing, which has allowed them to live near the Aboriginal Medical Service in Redfern where Michael works as a transport officer. It also means that Khaialla and Michael have very short commutes to school, and can spend more time with their grandmother, who lives locally.

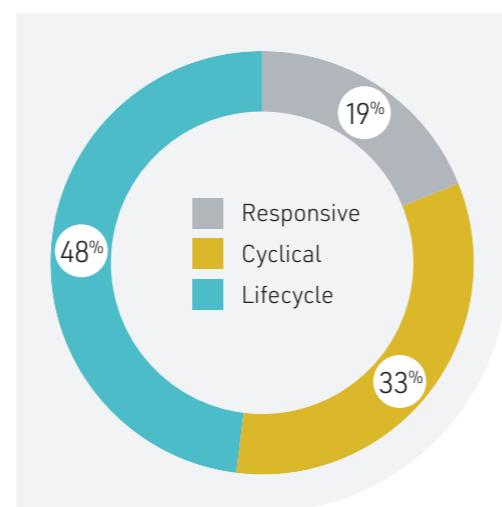
Living near school, work, and family has not only reduced commuting time, but it has also strengthened the family's connection to Aboriginal culture and community.

## MAKING PLACES PEOPLE ARE PROUD OF

As at 30 June 2025, City West Housing's portfolio included 932 apartments across 21 buildings which we own and maintain across each building's lifecycle. With the completion of Boronia Apartments in September this brings the affordable housing portfolio to 964 apartments and total apartment numbers to over 1,000.

We continue to maintain a focus on preventative maintenance to extend the life of our buildings and to ensure they meet residents needs.

Maintenance Spend By Type



# BUILDING IMPROVEMENTS

## COMMON AREA IMPROVEMENTS

During the year a number of residents involved in City West Housing's Ageing in Place Working Group requested new outdoor furniture with sun protection to replace the existing furniture in the common area of our Jones Street building.

The Asset team, with input from residents, undertook research on outdoor furniture sets with the residents having the final say in what furniture was purchased.

Residents now get to enjoy the beautiful new outdoor furniture which includes shade for sunny days.



Since 2018 we have spent more than \$1.2m to:

- ▲ Retrofit ceiling fans in the bedrooms and living rooms of two buildings
- ▲ Install 1,525 sensor lights in common areas
- ▲ Upgrade centralised hot water systems across 10 buildings
- ▲ Retrofit 1,109 rooftop solar panels across ten buildings
- ▲ Replace induction cook tops with gas stoves when upgrading kitchens.

We continue to retrofit older buildings by:

- ▲ Replacing lights with LEDs
- ▲ Installing ceiling fans
- ▲ Replacing bathrooms and kitchens, including electric hob installations, and
- ▲ Upgrading lifts.

We are also increasingly thinking about how we respond to thermal comfort both for our new developments as well as existing buildings.

In FY2025, in addition to continuing to retrofit fans to older apartments, we piloted the installation of sun control window film on the windows for twelve apartments on the top floor of one of our buildings. This is a pilot project designed to manage heat impacts and hopefully improve thermal comfort for the residents. Subject to the pilot delivering meaningful results we will roll this out to the rest of the building in FY2026.

### **Detailed design guidelines for new developments**

Led by our new design managers in City West Housing's development team, this year we undertook a refresh of our detailed design guidelines, including creating specifications for fixtures and fittings.

This review was informed by consultation with the Asset team as well as residents to ensure that what we specify provides longevity, amenity and value for money.



Bathroom at Ironbark Apartments

# **DESIGNING OUT FUTURE MAINTENANCE**

## **CROSS TEAM COLLABORATION**

During the year the Development and Asset teams conducted joint visits to look at bathroom fixtures and fittings to ensure that the design approach to bathrooms provided good amenity, supported ageing in place, allowed easy access for repairs and that fixtures and fittings were durable.

Following these visits a number of changes were introduced into City West Housing's detailed design guidelines, including:

- ▲ Chrome tapware for longevity of finish and ease of replacement
- ▲ Additional cabinet storage, towel racks and hooks in bathrooms
- ▲ A toilet cistern proud of the wall to allow quick access for servicing and repairs
- ▲ Bathtub on tiled waterproof area allowing for easy change out
- ▲ No showers over baths to minimise trip hazards.



Boronia Apartments central communal garden

## **DELIVERING AMENITY THROUGH OPEN SPACES**

Our Boronia Apartments development in Waterloo, which completed in September this year, has carefully considered the use of open space to enhance resident amenity.

Situated within the Danks Street precinct in the City of Sydney, the development responds to the City's future vision for the precinct which includes parks, laneways and shared pedestrian streets.

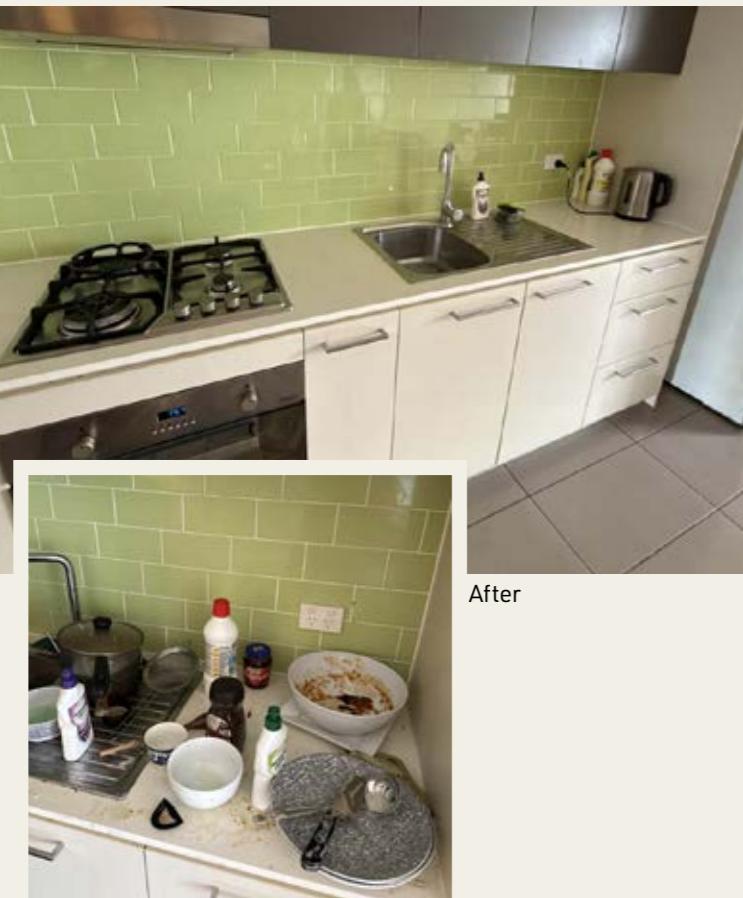
The development:

- ▲ Maximises frontage to the future park planned for the rear of the site, providing a great outlook for residents.
- ▲ Provides through site links to the park creating connections for the residents.
- ▲ Provides a central communal garden for residents' use.
- ▲ Utilises open breezeway corridors to facilitate social connection and opportunities for residents to engage with each other.

## SOCIAL OUTCOMES THROUGH PROCUREMENT

City West Housing includes a requirement for contractors to help us improve social outcomes through all of our material maintenance and services contracts.

One example this year was the deep cleaning provided to one of our residents, Penny, by our Lawns Grounds and Cleaning contractor.



Before

After

# RESTORING DIGNITY THROUGH PARTNERSHIP

After experiencing a series of life-altering and stressful events, Penny\* found herself struggling to keep on top of day-to-day tasks. Known for her house-proud nature, she was distressed as her home became increasingly unmanageable. The once-organized space she took pride in had become a source of stress and hopelessness.

During a routine check-in, Penny shared her situation with her Housing Manager, who quickly recognised an opportunity to provide targeted support. Thanks to our partnership with Hansol<sup>5</sup>, our long-standing contract cleaning provider, we were able to offer Penny a free one-off deep clean – a small intervention that made a big difference.

The cleaning team carried out a full reset of Penny's home: clearing the kitchen, scrubbing floors, washing windows, and restoring a much-needed sense of order. This practical support not only improved Penny's living conditions but also helped lift a significant emotional burden.

*"You have no idea how happy I am," Penny said, moved to tears.*

*"I don't have the words to express my gratitude. Thank you so much."*

This outcome is a powerful example of how strong partnerships enable us to provide more than just housing – we offer dignity, stability, and care. By working together with contractors like Hansol, we're able to respond with compassion and practical support when our residents need it most.

## CELEBRATING OUR RESIDENTS

City West Housing's Community Impact Awards acknowledge and reward residents who are positively contributing to the lives of those around them. It is part of our ongoing efforts to ensure that all our residents feel safe and welcomed in their City West Housing community.

The FY2025 nominations were an insight into the special efforts of our residents to making their community better and to raise the profile of and advocate for more investment in community housing. This included simple acts of neighbourly kindness such as the creation of a food pantry for neighbours, the Tree House Collective which aims to foster creativity and nurture a diverse community through journalling, the young resident who looks out for her building by encouraging residents to put their rubbish in the right bins and the demonstration of leadership by a resident who has used her profile to champion and advocate for more affordable housing.

It was a joyous occasion to celebrate these community high achievers at our Annual Resident Forum in October.

### Community Impact Award winners

- ▲ Creative Minds Award - Jamila and Craig McCarthy
- ▲ Leadership Award - Amanda Bilson
- ▲ Outstanding Young Person Award - Amelia Rodrigues
- ▲ Community Hero Award - Linda Ison



Community Hero Award winner Linda Ison

**Community Hero Award** - Linda Ison – for collecting food weekly from Harris Farm that has been deemed unsellable. She distributes the food among 88 John Street residents, people living in social housing on Point and Mount Streets and homeless people outside Coles and Woolworths. She has saved the people living in her apartment building alone hundreds of dollars. She is humble and expects nothing in return.

Linda received six nominations from residents in her building.

\* Name changed to protect privacy  
⁵ Formerly Konstruktion

## SUSTAINING TENANCIES

One measure of customer service is the number of positive versus negative exits when tenants end their tenancy with City West Housing.

We track where the tenant leaves to and the reason for leaving to help understand whether having stable affordable housing has improved their life but also whether there are areas for improvement. In some instances, the tenant transfers to another more suitable City West Housing property.

### FY2025 tenant exits

#### Outcome (all tenants)

|     |          |
|-----|----------|
| 62% | Positive |
| 38% | Neutral  |

#### Outcome (first nations tenants only)

|     |          |
|-----|----------|
| 80% | Positive |
| 20% | Neutral  |



Of those tenants who ended a tenancy with us during the year:

|     |   |
|-----|---|
| 62% | Were considered positive exits, which include transfers to more suitable City West Housing properties, to the private market, to share with family or friends or to return to country |
| 38% | Were considered neutral, including deceased tenants or where the reason for exit is unknown   |

We also measure the impact of the exit on City West Housing, including whether the exiting tenant has left with rent arrears.

## GOAL 3: BUILDING ORGANISATIONAL READINESS FOR GROWTH

- ▲ Meet criteria for 'Best Workplace Award' from The Voice Project by 2028
- ▲ Close priority gaps identified through gap analysis within 36 months
- ▲ Time saved through continuous improvement and innovation of ICT.

City West Housing is in a period of growth, with 74 new affordable apartments completed in September and more development projects underway.

Along with an aspiration to grow and deliver more affordable housing is a recognition of the importance of bringing the organisation along on the change journey whilst maintaining a focus on organisational culture and ensuring that we have the skills and capabilities needed to both operate at scale and to manage in a more complex environment.

## STAFF ENGAGEMENT

City West Housing conducts an annual staff engagement survey through an independent company, X-Ref Engage.

This year's survey had 100% participation and showed overall staff engagement was high at 90%, with progress sitting at 83%.

Staff wellbeing was lower at 77% but still 7% higher than the previous year.



|     |   |
|-----|---|
| 90% | Staff engagement (engagement represents the level of job satisfaction and staff commitment to CWH.)                                 |
| 77% | Staff wellbeing. (wellbeing reflects the emotional wellness of staff at work, and their ability to successfully manage job stress.) |
| 83% | Progress (progress reflects staff perceptions about organisational performance.)  |
| 98% | Of staff stated that they believed in the purpose and values of City West Housing and 100% felt supported by their manager          |

We have more work to do in the area of organisational change, which reflects where the business is currently at on its growth journey.

## WORKPLACE AWARD

For the second year in a row City West Housing received a Best Workplace Award, which recognises organisations with strong management practices and a highly engaged workforce.

An area still requiring focus is change management. While City West Housing recruited a project and change resource during the year, a focus for next year and beyond will be on developing a whole of organisation approach to change management.

Also, in FY2026 we will continue working on process improvement, finalise our psychosocial action plan, continue to undertake staff events coordinated through the Wellbeing Working Party and undertake a refresh of our organisational values to ensure alignment as we grow.

## SUPPORTING OUR PEOPLE

### Work Health and Safety

During FY2025 City West Housing implemented a new app-based

employee health, safety and wellbeing platform, Sonder.

Provided for free to all City West Housing employees and members of their households, Sonder provides comprehensive 24/7 support in the following areas:

- ▶ Mental health and wellbeing support with registered psychologists.
- ▶ Basic first aid/medical advice provided by a registered nurse and the ability to escalate to a GP for a telehealth appointment.
- ▶ Safety features such as journey tracking and 'check on me' available 24/7
- ▶ Critical incident support with support on site within approximately 20 mins in Sydney metro areas.
- ▶ In-app articles on topics ranging from nutrition, mindfulness, sleep hygiene, relationships, financial wellbeing,
- ▶ Proactive safety reminders through push notifications on a variety of topics including extreme weather, transport updates, police events and cybersecurity incidents. As at 30 June 2024, more than half of City West Housing staff have downloaded the Sonder app onto their mobile device.



## Psychosocial Risk Management

Following the People @ Work Survey, City West Housing is taking the first steps towards implementing our psychosocial risk management strategy. Earlier this year we held focus groups with staff members from all facets of the business to understand the psychosocial risks that the team face in their roles and the steps they think would help ameliorate these. The People & Culture Manager is working closely with the Leadership Team and an external workplace mental health consultant to design the action plan for implementation in FY2026.

## Investing in People

This year City West Housing focussed on individual and team development, utilising our online Learning Management System and external training as well as attendance at industry conferences.

We also reviewed and updated a range of internal policies which were communicated to staff. A key change introduced was the update to our Parental Leave Policy which saw an increase to 7 weeks of paid leave for both primary and secondary caregivers.



City West Housing staff with Best Workplace awards

## Employee Benefits

Total investment in employee wellbeing: **\$42,886**

**\$943** Average \$ investment per employee

Total investment in training: **\$57,291**

**\$1,260** Average \$ investment per employee

## HR Policies Supporting City West Housing Employees

City West Housing's first workplace Mental Health & Wellbeing Policy was piloted in FY2024 and subject to an initial 12-month review in FY2025, which has now been completed. The policy underpins the organisation's commitment to promoting positive mental health and wellbeing, as part of our overall commitment to maintaining a healthy and safe work environment. The policy sets out a number of workplace strategies, including:

- ▲ Ensuring City West Housing has an adequate number of appropriately trained Mental Health First Aiders on staff
- ▲ Increasing awareness and providing education around stigma and discrimination in respect of poor mental health to encourage employees to seek support and to improve the capacity of employees to respond effectively to support others.
- ▲ Providing employees who need personal and/or carers leave for reasons of poor mental health with appropriate leave (in line with the Leave Policy) without apprehension of judgement or unfavourable treatment.



## PREPARING FOR GROWTH

### Recruitment

As part of City West Housing strategic goal 'Organisational Readiness for Growth at Scale', a number of new roles were added to the organisation in FY2025. As the organisation scales up to embrace our increased size, geography, and complexity, it's crucial that we have the right people in the right roles to facilitate that growth.

Many new roles filled a 'middle layer' position to help de-operationalise Leadership Team members and free them up to focus on strategic initiatives.

We've added new skills to our team, including project and change management, design expertise, and complex financial analysis.

We've also profiled teams, adding resilience and redundancy where possible, with new headcount and/or roles added in our operational and development teams.

### City West Housing increased our headcount from

|  |           |  |
|--|-----------|--|
| <b>38</b><br>(37.1 FTE)<br>on 30 June 2024 | <b>TO</b> | <b>49</b><br>(47.4 FTE)<br>on 30 June 2025 |
|--|-----------|--|

**28% increase in headcount in just 12 months**

Of the many roles we recruited this year, six were placed with internal candidates, demonstrating our commitment to supporting and developing our people, promoting from within wherever possible. This is evident in our Engagement Survey results, where the



question 'There are enough opportunities for my career to progress in City West Housing' scored 19% higher than in previous years.

As City West Housing continues to grow, we will continue to look to our own people ensuring that they have the skills and the opportunity to grow their careers with us.

## Succession Planning

In FY2025 City West Housing underwent a Key Person Risk Assessment. This assessment identified key roles at City West Housing and assigned a risk rating to the personnel in those roles, to understand the risk to the business were that person to leave the business or take a prolonged period of leave.

Following this assessment a number of mitigation strategies have been put in place, with others still in progress. The People & Culture Manager will be working closely with the Leadership Team in FY2026 to ensure that key person risks are minimised wherever possible.

## BUSINESS IMPROVEMENT

### Staff Office Guide

In late 2024 City West Housing launched its new office guide which provides staff with information about working at City West Housing. The guide includes things like information about the office and about the residential property portfolio, process instructions, branding, policy links, perks and benefits – all contained in one central document.

## ENGAGING WITH PARTNERS

City West Housing's partnerships are built on mutual respect, strategic alignment, and a shared commitment, and include partnerships with the private sector, government and other non-government organisations.

### Government Partnerships

A collaborative funding model across all three tiers of Government helped ensure the delivery of our latest affordable housing development, Boronia Apartments, substantially completed in September 2025.

Funding provided through a long-standing partnership with the City of Sydney, a capital grant from the NSW Government and through Housing Australia's Future Fund Facility and Bond Aggregator helped deliver this \$66 million project.

The success of this collaboration demonstrates City West Housing's ability to partner with government at all levels to deliver on a shared vision.

In addition to securing funding from Housing Australia for Boronia Apartments, City West Housing is a preferred proponent and has reached contract close for funding for two other affordable developments, delivering close to another 400 apartments.

This funding is being layered with equity and debt and will support City West Housing to deliver almost double the affordable apartments it could otherwise deliver.

### Corporate Partnerships

City West Housing has a long-standing partnership with Valiant Furniture, a certified B Corp.



The opening of Boronia Apartments, which received funding from all three levels of government

## VALIANT FURNITURE SOLUTIONS

Valiant partnered with City West Housing once again to donate former display furniture to fit out two apartments in our new Boronia Apartments development in Waterloo.

These donations helped transform empty apartments into welcoming homes for residents, demonstrating a shared commitment to sustainability by giving quality furniture a second life.

City West Housing also continues to partner with GoGet Carshare, unlocking access to a network of over 3,000 GoGet vehicles across Australia.

Our partnership guarantees residents free membership with no joining or ongoing membership fees. This not only encourages less reliance on car ownership amongst residents but also reduces our collective carbon footprint through reduced traffic and emissions.



## EXTERNAL ENGAGEMENT

City West Housing has deep relationships with government, councils, industry bodies and peer organisations across the community housing and development sectors.

In June this year City West Housing's CEO stepped off the Board of the national community housing industry body CHIA after six years, following a merger with another national industry peak, PowerHousing.

It was a busy year for CHIA with a focus on the merger of the two peak bodies and increased advocacy, in the lead up to a federal election.

In February this year the CEO participated in a national advocacy campaign run by the combined peaks in Parliament House. The campaign was focussed on a number of key messages including broader community support for more social and affordable housing and the

benefits of continuing and expanding the Housing Australia Future Fund.

The CEO also participated in a number of conference panels and was a keynote speaker at a Build to Rent conference in New Zealand.

The Head of Development continued her involvement with the UDIA, both as a member of their Urban Renewal and Infill Committee and as a judge for the UDIA Awards. She participated in an Affordable Housing Contribution Working Party convened by the Sutherland Shire Council. She also presented at a UDIA Affordable Housing briefing representing the community housing sector and participated in a podcast talking about Her Construction Career.



CEO Leonie King (far right) with community housing sector colleagues and Dai Le MP

## LOOKING FORWARD

FY2025 was a year of announcements, with City West Housing reaching contract close with Housing Australia for funding for 440 apartments as well as the Waterloo South renewal project, in conjunction with our consortium partners.

FY2026 will be focussed on delivering on those contracted commitments, including reaching financial close on three transactions.

We will also continue to plan for and execute for growth:

- We will tenant Boronia Apartments, with 125 residents across 74 households moving into their new homes.
- We will launch Arch Housing, including a new website, and move the first 50 or so tenants into their affordable homes in Western Sydney.
- We plan to deliver another 80 affordable apartments in Sydney, with practical completion targeted for Tallowood for the middle of 2026.

The development team will continue to progress our committed and uncommitted development pipeline projects to ensure they are shovel ready and will also be focussed on appointing a builder to commence construction of our Acacia Apartment development.

In line with our Strategic Plan, we will continue to explore partnerships, with developers, investors and sector colleagues, as a way to deliver more housing outcomes.

We will also develop a roadmap to both measure and reduce carbon emissions, in line with our new ESG Action Plan and the National Community Housing ESG Standard.

As we grow, we remain focussed on ensuring:

- That the systems and processes we have in place are fit for purpose,
- That we navigate a changing organisation in a sensitive but positive way, and
- That we maintain a focus on the quality of the services we deliver to residents.



Acacia Apartments development, artist's impression



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