HOUSING PLUS GROUP ANNUAL REPORT 2025/2026

HOUSING PLUS PLUS COMMUNITY







Artwork credit: Lewis Burns,
Dubbo, NSW. (Tubba-Gah Wiradjuri)



Acknowledgment of Country

We acknowledge the Traditional Custodians of the lands on which we work and recognise their enduring connection to the lands, waters, and culture. We pay respects to Elders, past and present and extend that respect to other Aboriginal and Torres Strait Islander peoples and communities across the lands on which we operate. We honour their stories, resilience, and wisdom, which continue to enrich and guide us in a shared journey towards a respectful and inclusive future.

Funding Bodies

Australian Government

NSW GOVERNMENT

Legal Aid NEW SOUTH WALES

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Thank You

Thank you to our trusted partners. Our successes this year would not be possible without your ongoing support

Peak Bodies

DV NSW, Australian Community Housing, Community Housing Industry Association NSW, Homelessness NSW

Who We Are

HOUSING**PLUS**

A Tier 1 Community Housing Provider (CHP) based and operating in regional NSW

Leading provider in the end-to-end delivery of large-scale affordable housing and specialist accommodation developments across regional NSW.

PLUS COMMUNITY

Committed to improving social outcomes and wellbeing for its customers through specialist service delivery.

A recognised leader within the domestic and family violence (DFV) sector in NSW.

An accredited Specialist Homelessness Service (SHS) provider.

A provider of post-prison support through the Initial Transitional Support service.



Our Vision

Improving people's lives through independence and choice.

Our Purpose

Providing safety, comfort, housing and support services.

Our Values

Trusted

Being knowledgeable, skilled and prepared.

We earn trust by listening first and responding to the specific needs of our customers, staff and community partners. We keep trust by acting transparently, culturally appropriately and consistently delivering on our promises with knowledge, respectfulness and professionalism.

Customer-centered

We put customers at the centre of our work.

Listening to a customer provides them with dignity and self-belief, building the foundations for greater independence. We understand our customers as a whole by focusing on their specific situation and cultural necessities to design better housing and services to meet their needs as individuals.

Valued Partners

We are reliable partners in getting the support our customers need.

CHAIR REPORT

Chair Report



As Chair of Housing Plus Group, I am pleased to present our Annual Report for 2025-26 and reflect on another significant year of growth, impact and organisational strengthening.

At Housing Plus Group, our purpose is: improving people's lives through independence and choice. Every day, across regional New South Wales and beyond, our teams work alongside individuals, families and communities experiencing housing stress, homelessness, domestic and family violence, social disadvantage and vulnerability. This report highlights not only the breadth of our housing and support services, but also the meaningful outcomes achieved through the dedication of our staff, volunteers, partners and supporters.

During the year, Housing Plus Group continued to deliver strong outcomes across both our housing and community services. We welcomed 167 new tenant households, provided housing and support to more than 2,500 tenants, supported thousands of people experiencing homelessness and domestic and family violence, and continued to expand the supply of affordable and specialist accommodation across regional communities. These outcomes represent real change in the lives of people seeking safety, stability and opportunity.

The Board is also pleased to welcome Maria Woods to the role of Chief Executive Officer. Maria brings extensive leadership experience across community services, housing and social impact sectors, together with a deep commitment to improving outcomes for vulnerable people and communities. Since commencing in the role, Maria has already demonstrated strong leadership and a clear focus on service excellence, organisational sustainability and future growth. The Board is confident that under her leadership Housing Plus Group is well positioned to build on its strong foundations, continue delivering meaningful community impact, and pursue new opportunities that align with our purpose and strategic direction.

The Board is particularly proud of the organisation's focus on strengthening its foundations while continuing to grow and innovate. Over the past twelve months, we have delivered a significant program of strategic improvement designed to position Housing Plus Group for the future. This included the implementation of our Vicarious Trauma Management Framework, development of a multimodal supervision model for our frontline staff, advancement of our Child Safe Organisation initiatives, and completion of the Plus Community Service Improvement Program. These initiatives reflect our commitment to supporting our workforce while continuously improving service quality and client outcomes.

Technology, governance and organisational resilience have also been major priorities. We welcomed Peter Lawlor to the Executive Team following establishment of the Chief Information Officer role. Peter has been instrumental in the organisational achievement of Essential Eight Maturity Level 1, and the commencement of our PlusForward Technology Transformation Program, marking important milestones in our digital maturity journey. Through comprehensive planning and the development of a clear technology modernisation roadmap, we have laid the foundations for more efficient, secure and integrated systems that will support our people and services well into the future.

The year also brought continued success in our housing development program. Housing Plus delivered new social, affordable and specialist accommodation projects across regional New South Wales while securing funding to commence our first development project in the Australian Capital Territory. This achievement represents a significant milestone in our growth strategy and reflects the confidence that government and our funding partners continue to place in our ability to deliver high-quality housing solutions where they are most needed.

Importantly, our commitment to quality, accountability and continuous improvement remained evident throughout the year. Housing Plus was again fully compliant against the accreditation standards as a Tier 1 Community Housing Provider under the National Regulatory System for Community Housing, while our Homelessness services also achieved 100% compliance under the Australian Service Excellence Standards accreditation process. These achievements reflect a culture that values excellence, learning and strong governance.

The Board also recognises the invaluable contribution of our community supporters, funding partners and collaborators. Whether through major fundraising initiatives such as the White Tie Ball, partnerships with government agencies, local councils and service providers, or the generosity of community organisations and volunteers, our success is built on shared commitment and collective effort. Together, we are creating safer communities and stronger futures for the people we serve.

I would like to sincerely thank my fellow Directors for their stewardship, strategic guidance and commitment throughout the year. On behalf of the Board, I also thank our Chief Executive Officer, Executive Team and all employees across Housing Plus and Plus Community. Your professionalism, compassion and commitment to our customers enable this organisation to make a meaningful difference every day.

As we look toward FY27, we remain focused on delivering sustainable growth, increasing the supply of housing, strengthening our services, embracing innovation, and ensuring the organisation continues to meet the evolving needs of the communities we serve. While challenges remain across housing affordability, homelessness and domestic and family violence, Housing Plus Group is well positioned to continue leading, advocating and delivering solutions that create lasting social impact.

On behalf of the Board, thank you to everyone who has contributed to our journey this year. We look forward to continuing this important work together.

Brad Cam, Chair



Our Services

Shared Services

HOUSING**PLUS** GROUP

Our shared services team works in conjunction with the Housing Plus and Plus Community teams to best support customers, clients and communities. We provide support across a range of disciplines, including financial strategy, payroll and accounts, information technology, fundraising and engagement, marketing and communications, human resources, governance, and compliance.

Housing Plus

HOUSING**PLUS**

Community Housing Services

We provide a range of housing options to meet the needs of individuals and their families, including social, affordable, and specialist accommodation. We have locally based tenancy, maintenance, and support coordination teams that provide a range of services to help individuals and their families gain and sustain their tenancies.

- Asset Management Response
- Tenancy Management Services
- Lifecycle Maintenance
- Tailored Support Coordination

Development Services

Our internal development team works with private and public stakeholders to deliver affordable and specialist housing for our local communities, including key workers, people on lower incomes, people living with disabilities, and women and children escaping domestic and family violence. We manage all stages of development, including:

- Acquisition
- Detailed Design
- Procurement and Contracts
- Construction
- Post Completion
- Ongoing Maintenance and Property
- Management

Plus Community

PLUS COMMUNITY

Domestic and Family Violence Services

WDVCAS

The Women's Domestic Violence Court Advocacy Service (WDVCAS) supports women and their children who are experiencing domestic and family violence. The service offers information, court advocacy, and personalised safety planning to help protect and empower those at risk. WDVCAS also provides referrals to a range of essential services, including housing support, counselling, legal assistance, financial aid, and healthcare services.

Staying Home Leaving Violence

Staying Home Leaving Violence (SHLV) is a capacity-building program that supports women and their children to remain safely in their homes after leaving a violent relationship. The program aims to prevent homelessness and reduce the need to leave behind vital support networks such as family, friends, schools, and the local community.

The Orchards

We provide safe and supported emergency accommodation for women and children escaping domestic and family violence in Bathurst, Dubbo, and Orange. The Orchards provide a safe, trauma-informed, Core and Cluster design allowing independent living, complemented by a service delivery model that provides personalised intensive support.

Men's Behaviour Change

We provide the Commit and Change program to men who use control or abuse toward a current or former partner but are starting to think about change and want to work towards a relationship based on safety and respect. This program is also available to be tailored to men who identify as having a cognitive impairment.

Community Services

Homelessness Services

We deliver two Specialist Homelessness Services – The Orange Homelessness and Housing Support Service for Adults and Families, and Operation Courage.

- Our Orange Homelessness and Housing Support Service assists individuals experiencing or at risk of homelessness to regain stability and achieve sustainable housing.
- Operation Courage provides services for women and children experiencing domestic and family violence, including emergency and transitional accommodation, case management for high needs victims and transport to safety.

Post Release Support

We provide support to people exiting prison to help reduce the risk of reoffending by coordinating and providing support via the Initial Transitional Support service. This service works in collaboration with Community Corrections to link support directly to a client's case plan. During this time, they are linked with services matched to their complex needs to ensure they are supported during this critical transitional period.

Our Footprint

Offices



Orange
113 Byng Street,
Orange NSW 2800
Office Hours: Monday - Friday, 9am - 5pm



Bathurst
61 Boyd Street,
Bathurst NSW 2795
Office Hours: Monday - Friday, 9am - 5pm



Mudgee
34 Market Street,
Mudgee 2850
Office Hours: Monday - Friday, 9am - 5pm



Dubbo
62 Bultje Street,
Dubbo 2830
Office Hours: Monday - Friday, 9am - 5pm



Broken Hill
338 Argent Street
Broken Hill 2880
Office Hours: Monday - Friday, 9am - 5pm

Affordable Housing Services

- Bathurst
- Blayney
- Dubbo
- Mudgee
- Orange
- Kandos
- Gulgong
- Condobolin
- Cowra
- Forbes
- Millthorpe
- Molong
- Parkes
- Rylstone
- Wellington
- Lithgow

Homes We've Built

- Orange
- Bathurst
- Cowra
- Blayney
- Forbes
- Parkes
- Mudgee
- Dubbo
- Albury
- Coffs Harbour
- Lake Macquarie
- Maitland
- Singleton
- Lithgow
- Queanbeyan
- Tamworth

Co-Location Offices

- Albury
- Maitland
- Muswellbrook
- Griffith
- Moree
- Tamworth
- Walgett
- Lightning Ridge
- Wentworth

Domestic Violence Support

- Bathurst
- Balranald
- Dubbo
- Mudgee
- Orange
- Parkes
- Cowra
- Forbes
- Lithgow
- Oberon
- Lake Cargelligo
- Peak Hill
- Blayney
- Condobolin
- Narromine
- Gilgandra
- Warren
- Coonabarabran
- Wellington
- Coonamble
- Rylstone
- Gulgong
- Dunedoo
- Bourke
- Brewarrina
- Walgett
- Lightning Ridge
- Nyngan
- Cobar
- Broken Hill
- Wilcannia
- Wentworth

Post Release Support

- Orange
- Broken Hill
- Moree
- Muswellbrook
- Maitland
- Albury
- Tamworth
- Griffith

Homelessness Services

- Orange
- Blayney
- Cabonne

Men's Behaviour Change Support

- Orange
- Lithgow



OUR IMPACT AND RESULTS - HOUSING PLUS

Housing Plus
Our Impact and Results

Community Housing Services

84% Customer Satisfaction Rating on Condition of Home

82% Customer Satisfaction Rating on Maintenance Services

26% of Tenants Identify as First Nations

23% of Tenants Receiving Wraparound Support Services to Sustain Their Tenancies

$4.2M
Repairs and Maintenance Completed on Properties to Improve Condition of Home

17
New Properties Under Housing Plus Management in FY26

30 Years
Longest Tenancy

167
New Tenant Households Welcomed in the Last 12 Months

2,555
Tenants Total

1,261
total homes in portfolio

86%

Customer satisfaction rating overall

Plus Community
Our Impact and Results

Domestic and Family Violence Services

10,876

women and children experiencing domestic and family violence assisted through our DFV services

5,021

First Nations women and children experiencing domestic and family violence supported through our DFV services

WDVCAS

- **10,808** referrals received via our Women's Domestic Violence Court Advocacy Services (WDVCAS)
- **8,141** referred women consented to further support from our WDVCASs
- **551** women supported at court hearings via our WDVCASs

Men's Behaviour Change

- **40** group sessions provided to men via our Men's Behaviour Change Program
- **104** men enrolled in our Men's Behaviour Change Program
- **235** women supported through our Men's Behaviour Change Family Safety Worker

The Orchards

- **169** women and children supported through The Orchards
- **9,528** bed nights of emergency DFV accomodation

Staying Home Leaving Violence

- **826** women supported through case management via our Staying Home Leaving Violence programs
- **147** children supported

Community Services

Homelessness Services

898

clients experiencing or at-risk of homelessness supported by our Specialist Homelessness Services

6,441

bed nights of temporary and medium term accommodation provided by our Specialist Homelessness Services

Post Release Support

280

people exiting prison were supported by our Initial Transitional Support service

Our Services: Cost Benefit Analysis

While service demand and customer outcomes provide one measure of success, Housing Plus Group also seeks to understand the broader social and economic value generated through its programs and services.

The Australian Social Value Bank (ASVB) is a social impact measurement tool that was developed to meet the emerging need in Australia for a simple, yet robust way to calculate the net social value of community services programs. Social Impact Measurement is critical to build the evidence to demonstrate that we are achieving positive and sustained social outcomes for clients, delivering value for money for funders, and remaining accountable to the people and communities we work with.

The ASVB Value Calculator calculates the net social benefit of the program using the methodology of Cost-Benefit Analysis (CBA). This involves an estimation of the costs of the program and the benefits of the program.

Domestic and Family Violence Services	net benefits of the program are* **$27,068,724.00**	represents benefit cost ratio of **3.37**	net benefit per participant is **$3,796.40**
Homelessness Services (including Orchards)	net benefits of the program are* **$1,432,716.00**	represents benefit cost ratio of **1.255**	net benefit per participant is **$1,073.75**
Other Community Services	net benefits of the program are* **$5,034,927.00**	represents benefit cost ratio of **2.635**	net benefit per participant is **$8,873.00**

Total Cost-Benefit Analysis	total net benefits for combined programs are **$33,536,366.00**
	benefit cost ratio of combined programs is **2.86**
	total net benefits for combined programs are **$4,581.05**

*Net program benefits calculated by subtracting program costs from program benefits.













Our Three Year Strategy

In July 2024, Housing Plus launched our 2025–2028 Strategic Plan, underpinned by four key pillars designed to guide our future direction: Enable, Elevate, Expand, and Explore. Futures 2030, a key strategic project, provided valuable insights into the factors driving disadvantage in our communities. We used these insights to identify priority areas and to focus our plan on addressing the root causes of disadvantage through targeted strategies. The plan reflects our commitment to becoming a truly customer-centric organisation. We would like to thank our stakeholders for engaging with us in the development of this strategic plan and look forward to working together to achieve its objectives.

Vision	Improving people's lives through independence and choice
Purpose	Providing safety, comfort, housing and support services to help people achieve personal independence
Strategic Goals	**We are industry leaders maximising our impact** Best Practice | Growth for Impact | Reputation | Our People | Outcomes

Strategic Pillars

Enable	Elevate	Expand	Explore
Enable our potential by strengthening our fundamentals	Elevate our integrated development-housing-community services experience, by growing our existing services and programs in our existing locations	Expand existing services and programs by purposefully pursuing high potential opportunities in new geographies	Explore new paths to grow our impact through new service models in existing geographies

Our Three Year Strategy: This Year's Results

During FY26, Housing Plus Group delivered a significant program of strategic improvement, innovation and growth, progressing major strategic projects focused on digital foundations, workforce wellbeing, service quality, governance, growth and community impact. The year was characterised by a focus on strengthening foundations, reducing risk and creating a clear roadmap for technology modernisation across the organisation.

Key achievements across the organisation included:

- Implementation of a Vicarious Trauma Management Framework
- Development of a multimodal supervision model
- Advancement of Child Safe Organisation initiatives
- Completion of the Plus Community Service Improvement Program
- Successful delivery of the Domestic and Family Violence Education Program
- Completion of strategic needs and gap analyses across homelessness, housing and domestic and family violence services
- Successful preparation for homelessness recommissioning
- Expansion of Men's Behaviour Change (MBC) program opportunities
- ASES Accreditation
- Development of new business cases for Domestic and Family Violence Prevention Programs and Family and Children's Services
- Establishment of a new role in the Chief Information Officer
- Attainment of Essential Eight Maturity Level 1, as part of the organisation's cyber security uplift
- Planning, evaluation and vendor selection as part of the PlusForward technology transformation program
- Comprehensive review of all digital applications and creation of a modernisation roadmap for business systems
- CHEP project ahead of schedule and under budget, enabling the expansion of additional upgrades to homes and delivering additional value to the program.
- Successfully tendered for expansion into the ACT with affordable housing in Taylor.
- Maintained registration as a Tier 1 Community Housing Provider under the National Regulatory System for Community Housing

Overall, these projects strengthened organisational capability, improved workforce support and governance, enhanced service quality, and positioned Housing Plus Group for sustainable growth while continuing to deliver meaningful outcomes for people experiencing domestic and family violence, homelessness and other forms of vulnerability.

Our Reconciliation Action Plan

In July 2025, Housing Plus was proud to take the next step in its reconciliation journey with the launch of its Innovate RAP.

Housing Plus embarked on our Reconciliation journey to ensure that inclusivity and collaboration will be culturally embedded in all aspects of our work, allowing all our people and communities to be strengthened and enriched through active engagement with one another.

A core objective of our organisational strategy is to strengthen our 'fundamentals', with a particular focus on service delivery, customer experience, and our people.

The Housing Plus Reconciliation journey is our way of working to remove the gap in living standards between Aboriginal and Torres Strait Islander Australians and non-Aboriginal Australians.

The successful implementation of the Housing Plus Innovate RAP will support Aboriginal and Torres Strait Islander peoples to be truly represented and heard in all aspects of Housing Plus's work.

Key Highlights include:

- Hosting the Elders lunch in Orange NSW during NAIDOC Week 2025
- Welcoming Gerald Power from Indigenous Cultural Adventures to our annual Employee Conference in July
- Supporting the NAIDOC Awards events in Orange, Bathurst, and Dubbo through sponsorship, nominating our colleagues for awards, and attending the events to show our support and build relationships.





Reconciliation Week

The Housing Plus Group sponsored the Reconciliation NSW launch event held in Sydney, showing our support as an Ally for reconciliation.

Our sponsorship gave us access to the livestream of the event, that was shared in Housing Plus offices across regional NSW, enabling all our employees to participate in the event.

We hosted morning teas in each of our main offices attended by staff, representatives from local Aboriginal organisations and members of the Aboriginal and Torres Strait Islander community.

During the morning tea staff had the opportunity to build connections with our Aboriginal communities and gain a greater understanding of the message behind National Reconciliation Week.

Nguluway Group

Nguluway continued to play an important role in strengthening Housing Plus Group's commitment to reconciliation and culturally safe service delivery throughout FY26.

Named after the Wiradjuri word meaning "to listen," Nguluway provides a culturally safe space for Aboriginal and Torres Strait Islander staff to connect, share knowledge and provide cultural leadership across the organisation. The group works collaboratively with Executive and leadership teams to ensure First Nations perspectives are reflected in organisational planning, service delivery and decision-making.

Over the past year, Nguluway has continued to build on its role as a trusted advisory group, providing cultural guidance on a range of organisational initiatives while advocating for culturally responsive practices that improve outcomes for Aboriginal and Torres Strait Islander clients, staff and communities.

This year, the group has focused on strengthening Aboriginal staff engagement, supporting cultural capability across the organisation and increasing opportunities for meaningful consultation. Nguluway has also contributed to the ongoing implementation of the Reconciliation Action Plan and encouraged greater collaboration between staff, local Aboriginal organisations and community members.

During the FY26, Nguluway has:

- Continued to provide cultural advice and feedback on organisational policies, procedures and service delivery
- Strengthened engagement with Aboriginal staff across the organisation through regular meetings and consultation.
- Promoted cultural awareness and understanding through advocacy, collaboration and shared learning.
- Supported the implementation of initiatives that promote culturally safe and inclusive practices.
- Contributed to Reconciliation Action Plan actions and organisational cultural priorities.
- Fostered partnerships with local Aboriginal organisations, Elders and community members.
- Provided a culturally safe forum where Aboriginal and Torres Strait Islander staff can raise issues, share ideas and influence organisational change.

Nguluway remains committed to ensuring Aboriginal and Torres Strait Islander voices are heard, valued and embedded throughout Housing Plus Group. Through genuine listening, collaboration and cultural leadership, the group continues to support the organisation in delivering services that are respectful, culturally responsive and informed by the communities we serve.

As Nguluway continues to grow, its focus remains on strengthening relationships, embedding cultural safety into everyday practice and creating positive change for Aboriginal and Torres Strait Islander staff, clients and communities.

Belinda McCleary

NGULUWAY CHAIR





Community Unites because *Everyone* Deserves a Safe Place

On Saturday, 18 October 2025, Plus Community hosted its 8th annual White Tie Ball, with tickets selling out within weeks of release, a record 400 guests gathered to raise vital funds for The Orchard Orange, a refuge for women and children escaping domestic and family violence.

Thanks to the overwhelming support from the community, a record breaking $163,000 was raised to support the ongoing work of The Orchard.

The event was backed by 40 generous sponsors and over 100 local businesses and individuals who contributed to fundraising raffles, auctions, and the highly anticipated Lucky Gift Bags. Every dollar raised goes directly towards supporting the women and children who turn to The Orchard for support in times of crisis.

Since opening its doors in 2021, The Orchard has provided safe accommodation and support services to over 400 women and children. The facility relies on community events like the White Tie Ball to provide safety, essential items, and practical assistance for women and children rebuilding their lives after domestic and family violence.

The success of the White Tie Ball is a credit to the dedicated Orchard Fundraising Committee: Julianne Potts (Chair), Libby Seaman, Kylie McCloskey, Chris Scoins, Lauren Scoins, Bernadette Allen, Jenna Hattersley, Toni Parker and Rochelle Monaghan.

> “Our community never ceases to amaze us. The compassion and generosity shown at this year’s Ball means we can continue to offer not just a safe place to stay, but also the practical and emotional support women and children need to begin rebuilding their lives.”

Rochelle Monaghan
WHITE TIE BALL EVENT ORGANISER









Sponsor Spotlight

Grounded Electrical returned in 2025 for their third year as Event Partner for the White Tie Ball, continuing their passionate support for this critical cause.

Chris and Lauren Scoins of Grounded Electrical Data and Security started their relationship with Plus Community during the construction of The Orchard in Orange in 2020.

They have gone on to continue their support through sponsorship of the White Tie Ball, hosting a Tradie Networking event focused on raising awareness around domestic violence, and joining the Orange Orchard Fundraising Committee.

> We are proud to support Plus Community and The Orchard,” said Chris Scoins, Director of Grounded Electrical. “In our industry, domestic violence is not often spoken about. We want to help change that by raising awareness, breaking the stigma and supporting real change across our community.”



Highlights: Housing & Asset Services

Housing Plus, in collaboration with the Community Housing Industry Association of NSW, performs an annual tenant satisfaction survey, as part of our commitment to always improving on our tenant experience.

In FY26, tenant satisfaction results remained strong, with Housing Plus exceeding the National Regulatory System for Community Housing threshold of 75% across all three key measures. We will continue to use tenant feedback to strengthen service delivery, improve communication and maintain a strong focus on quality homes and responsive support.

95% Likely to recommend Housing Plus to family and friends

92% Satisfaction with support coordination services

91% Repairs staff were helpful and attentive

89% Call was answered in a timely manner

88% Believe Housing Plus treats tenants fairly

86% Overall satisfaction with Housing Plus as a provider

More than just a coffee and a chat

Each month, our Support Coordination team hosts "Coffee and a Chat" sessions in our offices, inviting customers to join us for refreshments, conversation and community. Each session features a different theme, often with guest speakers covering topics such as working with the NSW Trustee and Guardian, local council services, My Aged Care, inspections and property care.

These sessions regularly attract 15 or more customers at each office, who value them as an opportunity to connect with one another while strengthening their relationship with our organisation.

CHIA Cadetship Success

We congratulate Leanne Kennewell on being named Vocational Trainee of the Year at the Western NSW Training Awards. This significant achievement recognises Leanne's commitment, determination and growth throughout her cadetship journey with Housing Plus.

Although Leanne commenced her cadetship later than other participants, she quickly progressed through focus, persistence and a strong willingness to learn. Her dedication to her work and commitment to professional development have made her a valued member of the Housing Services Tenancy Team.

Leanne attended the Western NSW Training Awards ceremony in Orange with her cadetship mentor and Housing Plus colleagues, who were proud to celebrate this well-deserved recognition.

Her growing confidence, commitment to learning and positive contribution to the team reflect the qualities celebrated through the Vocational Trainee of the Year award.

Kelso Community Cleanup

In November 2025 we joined Bathurst Regional Council, Wattle Tree House, Wahluu, Birribee Housing, Homes NSW and the Bathurst Local Aboriginal Land Council to help the residents of Kelso, South Bathurst and West Bathurst remove old rubbish from their homes and yards. The team provided hands-on assistance as well as skip bins, there was a BBQ lunch and other support services on hand to assist residents with their endeavour. On the day a total of 11.67 tonnes of waste was removed including 43 mattresses. This, in addition to 2024's clean up, brings the total for the project to 22.21 tonnes of waste removed from the community.

Supporting Education

Our Education Grant program, which helps build our tenants capacity and support them to access education and training opportunities that may otherwise have been financially out of reach, has been operating since 2022. Since it was introduced, we have supported 22 individuals with over $29,000 in education-related expenses such as uniform, laptops, school supplies and access to in-school support.

What our tenants say about this:

"I know some people would say it's just a computer, but having the right equipment and fitting in, especially in the first year of high school has helped immensely. My child has excelled!"

"I would not have the opportunity to be bettering my life or getting a tertiary education without the education grant. Beginning with social work to now the double degree of criminal justice and law, I hope to work in Legal Aid with those who cannot afford a lawyer."



Highlights: Development

$20.5m Invested in the Delivery of Homes

25 New Homes Developed

338 since 2018









FY26 was a significant year for the Housing Plus Group Development Team as we continued to deliver high-quality housing outcomes for regional communities while positioning the organisation for future growth. During the year, we delivered 4 crisis accommodation units and 8 new social housing dwellings, providing safe, secure and affordable homes for people with some of the highest levels of housing need across regional NSW.

The team also successfully completed two Core and Cluster projects, expanding specialist accommodation options for women and children escaping domestic and family violence. Building on this success, construction commenced on a further four Core and Cluster developments, which are scheduled for completion in FY27 and will further strengthen Housing Plus' capacity to support vulnerable people across regional communities.

FY26 also marked an important strategic milestone, with Housing Plus being awarded funding to deliver 15 affordable housing dwellings in Taylor, ACT. This project represents Housing Plus' entry into the ACT market and establishes a foundation for future growth beyond regional New South Wales, expanding our reach and impact while addressing the growing demand for affordable housing.

Alongside project delivery, the Development Team continued to actively advocate with State Government agencies, local councils and key stakeholders for increased investment in social, affordable and specialist housing across the NSW Central West. Through these partnerships, Housing Plus promoted the need for more diverse housing solutions and strengthened the case for additional housing supply in regional communities.

The team also progressed several opportunities to deliver new transitional housing located in proximity to existing Core and Cluster sites, supporting a more integrated housing continuum. These opportunities aim to provide pathways for individuals and families moving from crisis accommodation into longer-term, stable housing, helping to create sustainable housing outcomes and stronger communities.

Looking ahead, Housing Plus remains well positioned to deliver continued growth through a strong development pipeline, strategic partnerships and an ongoing commitment to increasing the supply of affordable, specialist and transitional housing across the regions we serve.





Looking Ahead – FY27 Development Delivery

Project Core and Cluster:

44 Specialist DFV Accommodation Units across regional NSW

Project SHAF:

8 Affordable Accommodation Units in Bathurst, NSW

Project Together Home:

4 Affordable Accommodation Units in Orange, NSW

Project Taylor:

15 Affordable Homes in Taylor, ACT

Highlights: Plus Community

Collaboration Success

On Thursday, 5 March 2026, Plus Community and the Western NSW Local Health District hosted the Western NSW Mental Health, Housing and Homelessness Forum at The Banksia in Orange.

The forum brought together practitioners from across the Western region working in mental health, community services, housing, and homelessness. Participants collaborated, exchanged insights, and explored practical solutions to the challenges currently faced by the people and communities they support.

The program explored key topics such as the Housing and Mental Health Agreement (HMHA), effective case collaboration, and powerful stories of lived experience. The day was widely regarded as a great success.



Call Time in Violence campaign

White Tie Ball Committee Receives Parliamentary Recognition

In the past 12 months the White Tie Ball committee has been recognised in both State and Federal Parliament for the contribution they have made to the community.

In November 2025, Federal Member for Calare, Andrew Gee, provided Housing Plus and the White Tie Ball Committee with recognition for the vital supports we provide across regional NSW, and the funds the Committee raises each year for The Orchard Orange.

In January 2026, State Member for Orange, Phillip Donato, hosted his annual Community Recognition Awards in Orange. The White Tie Ball Committee were recognised for the 2025 Event which raised $163,000 in support of The Orchard Orange, a refuge providing safe accommodation and vital support services for women and children escaping domestic and family violence.

Calling Time on Violence

During the 2025 Grand Final season, Plus Community partnered with local sporting clubs across the Central West to deliver a clear and important message: violence has no place in our communities, our clubs, or our homes. Hockey, netball, football, soccer and go-karting organisations joined the campaign by sharing awareness messages on social media and participating in symbolic whistle blows at sporting events.

The campaign highlighted the concerning increase in domestic and family violence incidents following major sporting events, including a reported 40% rise in the 12 hours after events such as the NRL Grand Final. By working alongside grassroots sporting clubs, we were able to spark conversations, raise awareness, and promote messages of respect, accountability and healthy relationships among players, supporters, families and the wider community.

Highlights: Domestic and Family Violence Services

DFV Education

The team have been very busy this year with community education programs such as Love Bites and The DV Project.

Love Bites, a respectful relationships program for high school students, uses interactive workshops, discussions and creative activities to assist students to recognise and challenge disrespect, and build safe, supportive connections with others.

The DV Project has been developed in-house by our specialist domestic and family violence team, designed to help businesses and workplaces understand the effect of DFV and learn how to take proactive steps to support employees affected by DFV.

Co-Location Pilot Success

With support from Central West Police District, a trauma-informed co-location office was established within Orange Police Station, creating a safe and supportive space for both victim-survivors and staff. This has continued to be an integral part of our collaborative domestic and family violence response in Orange. Having a domestic and family violence worker based out of the Orange Police Station has enabled immediate safety planning, risk assessment, advocacy and referrals to legal, housing, health, counselling and culturally appropriate services. Face-to-face support at the point of contact has strengthened engagement with victim-survivors, improved rapport with police, and supported stronger ADVO applications, evidence collection and court participation.

Additionally, weekly DV Meetings provide a structured space for agencies to review recent events, share case updates, coordinate referrals, identify safety risks and align operational priorities. This approach ensures victim-survivors receive timely, coordinated and informed support.

Co-location remains central to our shared commitment to respond early, reduce risk and support victim-survivors through every step of their journey.



Co-Location team celebrates their success

"...I just want to say thank you for the help I received from you & the girls at the orchards, if it weren't for the support you showed me, I don't think I'd have made it this far"

AN ORCHARD CLIENT



Red Bench Unveiling at Bathurst Orchard



Federal Member for Calare Andrew Gee visits Orange Orchard



Minister Claire O'Neill visits Mudgee office

HIGHLIGHTS: COMMUNITY SERVICES

Highlights: Community Services

Breaking the Cycle of Homelessness

We traded our desks for bikes on 8th August 2025 to raise funds and awareness of homelessness in Orange with "Break The Cycle", and encouraged local community members to do the same. Our team, our leaders, family members, other community groups and even Councillor Steve Petersen and MP Andrew Gee together rode hundreds of kilometres to help break the cycle of homelessness.







Tim's Team Leader, John, summed it up perfectly:

"Tim is a great ambassador for ITS and he embodies the traits we are so proud of as a team."



Excellence in the Hunter

This year Tim Smith received his second Hunter District Annual Award, recognising his exceptional dedication and empathy in supporting vulnerable members of our community.

Tim was acknowledged for going above and beyond to assist a high-risk Aboriginal client who was sleeping rough and initially hesitant to engage. Through clear guidance and immediate practical support, Tim helped the client obtain essential documentation, secured temporary accommodation, personally transported him to the placement, and ensured he had the supplies he needed - all late on a Friday afternoon.

The client later expressed heartfelt gratitude, highlighting Tim's strong advocacy, unwavering commitment, and person-centred approach.

A Perfect Score for ASES Accreditation

Each year, our Specialist Homelessness Service is assessed against the Australian Service Excellence Standards. This process gives us the opportunity to demonstrate the quality of our work, reflect on our practice and identify ways to continue strengthening our services.

In 2025–26, we were proud to achieve 100% compliance in our ASES audit. This outstanding result reflects the dedication of our team and our ongoing commitment to continuous improvement as we strive to deliver the best possible support and outcomes for our clients.





Local Collaboration Leads To Housing Outcomes in Bathurst

When Bathurst Regional Council identified residents experiencing homelessness and camping in Berry Park, local services came together with Council to deliver a coordinated and compassionate response.

Each resident has since connected with tailored support and a long-term plan for suitable housing. This grassroots collaboration demonstrates the power of strong local partnerships in complementing broader systemic responses. Building on this work, a permanent working group, chaired by Maria Woods, has been established to continue driving sustainable, person-centred housing solutions for people experiencing homelessness in Bathurst.













Our People

31 Growth in our team - new employees in FY26

173 Employees (as at June 30, 2026)

Building Foundations for a Digital Future

In 2026 we welcomed a new role in the Chief Information Officer, which was accepted by Peter Lawlor. Building on the achievements of the ICT team, this transition reflects Housing Plus Group's commitment to positioning technology as a strategic enabler of service delivery, organisational resilience and future growth. The year was characterised by a focus on strengthening foundations, reducing risk and creating a clear roadmap for technology modernisation across the organisation. This included the introduction of the PlusForward transformation program, where we have entered into agreements with myosh and Employment Hero to support the future modernisation of workplace health and safety, risk management, people and culture, payroll and learning systems. These initiatives establish a strong foundation for implementation activities in the 2027 financial year and reflect Housing Plus' commitment to simplifying systems, reducing risk and improving the staff experience through modern, integrated technology platforms.

Wellness Hour: Taking Time to Look After Ourselves

For RUOK? Day on 11th September, 2025, we implemented the "Wellness Hour" – from 9am to 10am the team had the opportunity to take the hour for themselves to look after their wellness. For some this meant exercise, others spent it with their pets, and some teams took the opportunity to get together for breakfast.

You Perk Us Up: Employee Appreciation Day

Every day, each of our team show up to make a meaningful difference – and they truly do. We reminded them how much we appreciate them by buying them a coffee on Employee Appreciation Day – 4th March. Safe to say these were very much appreciated.

86%
staff engagement score

83%
of Housing Plus employees identify as female

75%
of management/ executive are female

14%
of Housing Plus employees identify as Aboriginal



"My why is to ensure we provide safe, well-maintained homes that give people stability and dignity. I take pride in supporting my team to deliver safe, affordable properties that have a positive impact on tenants, families and the wider community."

Zac Gouge
VACANCIES AND PROJECTS MANAGER



"My why is simple: everyone deserves a safe, stable, sustainable place to call home. I genuinely enjoy supporting people with the things that help them feel secure, hopeful, and able to thrive. Seeing the difference safe housing can make for individuals and families - in their wellbeing, confidence, and future - is what inspires me every day and reminds me why the work matters, especially through the hard moments."

Harmony Meath
HOUSING SERVICES TEAM LEADER, ORANGE AND BATHURST



"I am passionate about advocating for those who are often overlooked and empowering them to navigate their tricky circumstances. Seeing people regain confidence, security, and hope for the future is what makes this job all worth it."

Nyassa Campbell
ABORIGINAL SPECIALIST CASE WORKER, ORANGE HOMELESSNESS AND HOUSING SUPPORT SERVICE



"The most rewarding part of my job is helping our women and children envision and plan for a better future that full of hope and happiness. I find joy in the positive impact I can have with supporting them thought their journey to rebuild and overcome the challenges they face."

Tracy Townsend
CHILD AND YOUTH WORKER, THE ORCHARD ORANGE



WHITE RIBBON DAY FORBES


WEAR IT PURPLE


BLUE MOUNTAINS MAYORS BREAKFAST



OHS STUDENTS VISIT FEB 2026


COFFEE AND CHAT MARCH


GNOO BLAS WHEEL WOMEN



DV ALERT TRAINING JUNE 2026


ROSEDALE LONG LUNCH WITH CINT BOUTIQUE


TAFE NSW VISIT TO DUBBO ORCHARD



HALLOWEEN AT THE ORCHARD DUBBO



ORANGE RAINBOW FESTIVAL



WEST ORANGE MOTORS

Thank you
A new playground at the Bathurst Orchard

Bathurst Orchard was fortunate to benefit from the fundraising efforts of domestic violence advocacy group Birds of the Bush. In partnership with the Royal Agricultural Society of NSW Foundation, the group secured funding to build a playground at the refuge, which has been greatly enjoyed by the children accessing the service.

Bathurst Rotary also provided invaluable assistance, working tirelessly over four days to prepare the site. Their contribution included providing security fencing, skid-steer loaders, and hands-on support throughout the site preparation.



"Our new playground at the Bathurst Orchard has given children residing at the refuge a safe place to play, helping them rebuild confidence, form friendships, and experience the joy of simply being kids again. We cannot thank Birds in the Bush enough for their generosity and kindness.



Community Support

Thank you to all our incredible supporters from FY26. Pictured here are just a few of the many individuals, organisations and partners who stood with us this year.


INNER WHEEL - ORANGE ORCHARD


KINROSS WOLAROI SCHOOL


ORANGE PRESBYTERIAN CHURCH


2BS TOY DRIVE DONATION



BERNARDIS MARKETPLACE


CANOBOLAS HIGH


PARLOUR O


RAMSAY HEALTHCARE


ROTARY WEST DUBBO


ST STANISLAUS COLLEGE


CANOBOLAS PUBLIC SCHOOL


CROSSFIT DUBBO


CWA MOLONG


DUBBO MOTORFEST


THE BUNCHA HOTEL DUBBO


THREAD TOGETHER



UNITING DUBBO DONATION


DUNTRYLEAGUE


GUZMAN Y GOMEZ ORANGE



NEWMONT CADIA


ORANGE COMMUNITY OUTREACH


WENTWORTH KNITTING CLUB


ST VINCENT DE PAUL DUBBO


WOOLWORTHS RIVERDALE



YBM

OUR WORK IN ACTION

Our Work In Action



A Home is Just The Beginning

A young woman transitioning from homelessness signed her tenancy agreement approximately three to four weeks prior to engaging with Support Coordination. Due to being unable to source the essential household items needed to set up her home, she had not been staying at the property.

Upon notification, the Support Coordinators contacted local op shops and community services to coordinate and source the required household items. Once these items had been secured, Support Coordinators delivered bedding, linen, kitchen essentials, and a food hamper to the property, while another service provided a fridge, couch, and bed. Through this coordinated effort, the barriers preventing the tenant from moving into the property were removed, enabling her to move into her home that same day.



A Little Help Goes A Long Way

Support Coordination received a referral from Housing Officers for a tenant who needed assistance with hoarding and squalor concerns. The team took a gentle, trust-based approach, building rapport with the tenant before advocating for additional support through a My Aged Care referral and assistance from Catholic Care.

Over the following months, the condition of the property improved significantly, reducing the risk to the tenant and creating a safer, more comfortable home environment. The tenant has shared how relieved she feels to have her home in a better place, and how much she enjoys cooking again in her clean kitchen and spending time with family in the lounge room. This support has made a meaningful difference to her overall quality of life.



Small Changes Make a Big Difference

The client was referred to the Orange Homelessness Service by Homes NSW following the issuance of NCAT termination orders due to concerns relating to hoarding and squalor within the property.

At the time of initial engagement, the client had approximately four weeks remaining in her tenancy. The client experiences complex and chronic health conditions and was not receiving support from any other services at the commencement of our involvement.

Sustaining Tenancy Officers implemented a structured intervention using three clearly labelled 80-litre containers: **Keep, Discard,** and **Donate.** This approach proved highly effective and enabled the client to actively participate in the decision-making process. Regular two-hour weekly appointments were established, during which the client gradually developed trust in staff and increased confidence in making independent decisions.

The support team worked collaboratively with the client to clean and organise one area of the property at a time. Once an area was completed, an agreement was made that it would be maintained by the client between visits. This approach promoted accountability and allowed progress to be sustained while attention shifted to new areas during subsequent appointments.

The client has made significant progress in maintaining her property at an acceptable standard of cleanliness and organisation. She continues to utilise the living skills developed through the program to maintain her tenancy and household environment.

Over time, the client has demonstrated notable improvements in her wellbeing and emotional resilience. During weekly visits, she presents in better spirits and speaks less frequently about her parents' passing, displaying a reduced level of distress when these topics arise. The client has also become more socially engaged and is increasingly willing to participate in community events and activities.

Supporting the client throughout this process and witnessing her progress has been highly rewarding. She has demonstrated considerable growth and appears to be functioning significantly better as a result of the ongoing support provided.

OUR WORK IN ACTION

Our Work In Action





Family Advocacy Support Service A Key Part of the Process

FASS provided ongoing support to a paternal aunt involved in complex parenting proceedings for her seven-year-old niece and 11-year-old nephew. The children had been spending significant time with their paternal aunt and grandmother, while also spending time with their mother. Their father was not having contact.

The aunt raised concerns about the children's safety and wellbeing, including emotional harm, concerning behaviours, poor school attendance and the need for counselling. FASS supported her with information about the family law process, emotional support, risk assessment, safety planning, referrals and practical advocacy. The team also worked with Legal Aid solicitors and Counsel to ensure the children's needs and best interests were clearly understood.

A Family Report later recommended the children live primarily with their paternal aunt and grandmother. Following an urgent hearing, the Court ordered that the aunt have sole parental responsibility and that the children's primary care arrangements be reversed, with parenting arrangements focused on safety, stability and their best interests.

This positive outcome demonstrates the important role of trauma-informed support, practical advocacy and strong collaboration in helping kinship carers navigate complex family law matters while keeping children's safety and wellbeing central.

In House Collaboration Leads To Excellent Outcomes

A client from Muswellbrook with a long history of mental health challenges, substance use and contact with the justice system was referred to Initial Transitional Service (ITS). On release from custody, he was homeless, in crisis, and had limited belongings, no phone and little confidence navigating services.

Following a referral to the service he was supported to access temporary accommodation, then brokerage funding secured a caravan park stay and food voucher for essential items. ITS also helped him connect with a GP and local alcohol and other drug services.

When the accommodation became unsuitable, ITS helped him move to a safer option. Shortly after, he was assaulted and required hospitalisation and surgery. During this time, ITS worked with him to identify appropriate accommodation and, on discharge, supported his relocation to a boarding house with assistance from ITS Maitland.

Although initially hesitant about relocating and losing established supports, consistent, person-centred support and strong collaboration between ITS Muswellbrook and Maitland helped him settle. Within three weeks, he had upgraded to a larger room, purchased homewares and, for the first time in more than 20 years, set up a Christmas tree. He remained engaged with support, maintained abstinence, saved money and began building independence.

Today, he continues to engage with AOD and mental health supports, volunteers twice a week at a local food pantry, and is working towards obtaining his driver's licence. His goal is to purchase a van, get a dog and travel.

Governance

The Practice Governance Framework connects the organisation's vision, values and purpose with the way its programs and services operate. It provides a shared understanding of the principles that guide our practice, including why we work with people who access our services, how we work with them, how we collaborate with other services, and how we support each other.

Two key elements are the Practice Principles and High-Level Outcomes. Together, they define what quality practice aims to achieve, support consistent decision-making, strengthen accountability, and help monitor and improve service impact. They also promote continuous improvement, learning and quality assurance across all programs.

Practice High-Level Outcomes

- Promote Safety
- Promote Resilience
- Promote Coping skills and Wellness
- Promote and support Independence

Practice Principles

The aim of our work is to promote independence and to empower and leave people more connected, promoting their coping skills and wellness, resourcefulness, and supporting them in taking responsibility for their own lives

- We respect people's rights, their rights to safety, and support their choices to belong, live, love, work and play in their communities and recognise people use their strengths to thrive.
- We are committed to recognising and promoting resilience as part of responding to ongoing change for all people, including staff and systems in the organisation.
- We all are on a continuous improvement and learning journey, and we take the time to think critically, reflect on our practice, use evidence informed best practices, and use innovation and creativity to deliver person-centred practice, engage in ongoing learning opportunities and forums, as well as hold ourselves and others accountable for maintaining high quality standards in our practice.
- We believe that Housing Plus Group need to work collaboratively, ethically, and be valued partners with other community supports and agencies, as well as with the people who access our services, as part of the solution to achieve the best outcomes with them.

Organisational Values

- Trusted
- Customer Centred
- Valued Partners



Housing Plus is an independent, not-for-profit, registered Community Housing Provider. It is incorporated as a public company limited by guarantee, is a registered charity, and is governed by a Board of Directors elected and appointed by the Board. The Housing Plus Board is a skills-based Board that operates under a model of strategic governance, linking the legal obligations and values of the organisation to operational priorities. The Board produces explicit governing policies and assures CEO performance by establishing clear expectations and mechanisms for performance and accountability. The governance of Housing Plus is underpinned by the Board's commitment to exemplary organisational risk management and regulatory compliance.

Plus Community is a subsidiary of Housing Plus. The subsidiary Board currently shares the same Directors as Housing Plus, ensuring cohesive leadership and strategic alignment across the group. The group structure allows the entities to access shared resources such as finance, legal, governance, HR, ICT, marketing, and more, thereby enhancing operational efficiency and enabling the Housing Plus Group to deliver on its core mission. This integrated approach ensures that Housing Plus and Plus Community can collectively provide more comprehensive support and services to the communities they serve.

Our Board

Chairperson Brad Cam



Director since: January 2012
Sub-committee: Governance (Chair)
Qualifications:

- Bachelor Building (Construction & Project Management)
- AICD: Company Director's Course
- Graduate Diploma in Education

Appointed Deputy Chair in 2014, and Chair in 2016. From 1997 to 2005, Brad was also a Board member of the former Central Tablelands Community Housing Association Inc, now known as Housing Plus.

Brad has always volunteered his time to help organisations, communities and regional boards or sporting groups throughout his working life. He believes housing is one of our most basic needs and feels privileged to be appointed to our Board of Directors.

Treasurer Lyall Sadler



Director since: October 2010
Sub-committee: Audit & Finance (Chair)
Qualifications:

- CPA
- AICD: Company Directors Course
- Diploma in Technology (Commerce)

Lyall is a retired Financial Controller. His most recent position was Financial Controller at the Nestlé Purina Petcare factory in Blayney. He has 38 years' experience in the commercial manufacturing sector in industries spanning metal fabrication, plastic extruding, coal mining and medium density fibre board manufacturing. He has also spent three years overseeing Nestlé Purina operations in New Zealand, South Africa and China.

Lyall is actively involved in charitable work with his local church.

Director Jason Cooke



Director since: March 2016
Sub-committee: Audit & Finance
Qualifications:

- FCA
- FAICD
- Master of Management
- Bachelor of Commerce (Accounting)

Jason is the Head of Finance and Facilities at the Catholic Education Diocese of Bathurst. Jason was also a Director on the Board of the NSW Local Health District and a member of their finance and performance committee.

Jason has 28 years of commercial, financial, strategic, regulatory and governance experience across public practice, energy, local government, health, education, social services and sport.

Director Julianne Potts



Director since: November 2022
Sub-committee: Governance
Qualifications:

- Master of Social Work (Professional Qualifying)
- Bachelor of Social Science/ Social Welfare/ Child & Adolescent Welfare
- Diploma Business (Frontline Management)
- Certificate 1V Training and Assessment
- Authorised Marriage Celebrant

Julianne worked for Western NSW Local Health District for more than 30 years and the majority of that time worked in the area of providing services for victims of violence abuse and neglect.

Julianne is a strong advocate for improving responses and service provision for all victims of interpersonal violence. She is chairperson of the Community Fundraising Committee for The Orchard Orange and enjoys volunteering time to work toward improving services.

Director David Waddell



Director since: November 2024
Sub-committees: Audit & Finance, Governance
Qualifications:

- Bachelor of Chemical Engineering
- Graduate Diploma in Management
- MIEAust (Chartered)
- Asia-Pacific Economic Cooperation (APEC) Engineer
- Certified Practising Planner – Planning Institute of Australia
- Graduate of the Australian Institute of Company Directors

David brings extensive experience in local government and consulting to Housing Plus and its subsidiaries. He served as CEO of Orange City Council from 2019 to 2025, following over a decade as Director of Development Services. Before joining the Council, he led GHD's consulting practice in Orange and contributed to major infrastructure projects such as the Sydney Desalination Project and the Northwest Metro.

A governance specialist and Graduate of the Australian Institute of Company Directors, David has held Board roles with Kinross Wolaroi School, the Orange Chamber Festival and the Orange 360 Tourist Destination Board and is currently serving on the Wangarang Industries Board.

Director Donna Galvin



Director since: November 2024
Sub-committee: Governance
Qualifications:

- Leadership in Local Government – UTS Masters Program
- Graduate Certificate Local Government Management
- Advanced Diploma Management – Business
- Advanced Diploma Management – Human Resources
- Graduate Certificate in Change Management (Distinction)
- Certificate III in Quality Management
- Diploma Occupational Health and Safety

Donna has over 29 years of work experience in organisational performance, business excellence, human resources and workforce management. An accomplished and experienced public speaker, Donna regularly presents and delivers key notes at various industry conferences and forums.

Donna has served as Director on a number of not for profit Boards. She has lived in Orange for 25 years and continues to work as a consultant in her areas of expertise through her company Galvin and Associates.

Director Wendy Mason



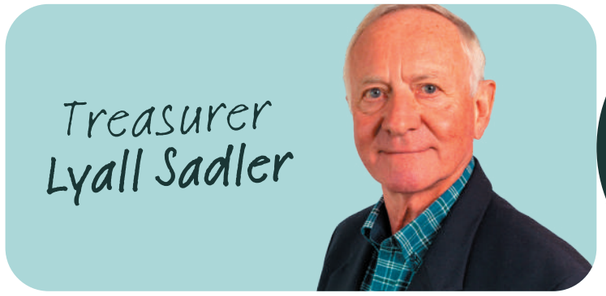
Director since: November 2024
Sub-committee: Governance
Qualifications:

- Graduate, Company Directors Course, AICD
- Diploma of Business (Governance)
- Graduate Certificate of Business (Marketing)
- Graduate Certificate in Human Resources Management
- Bachelor of Education (Primary) with Psychology and Education majors

Wendy is the Chief Executive Officer at Country Education Foundation, a charity helping rural and regional youth from across Australia to access further education.

An experienced leader in multi-disciplinary roles at a senior executive level, Wendy brings extensive management and business operations experience, excellent networks and a substantial track record in stakeholder relations across the government, business and for purpose sectors.

Treasurers Report



The 2026 financial year was one of consolidation and strategic placement. Following a period of rapid expansion over the last few years, the finance and corporate teams have been reassessing the suitability of its internal systems to both provide operational efficiencies and room for further growth. The group continued to expand its operations into new regions whilst exploring opportunities for new service deliveries that complement our current suite of programs. The continued positive financial results help to ensure that the long-term future of the organisation is full of opportunity and stability. We have recently welcomed our new CEO, Maria Woods, who continues to lead a strong and focused executive leadership team.

The Finance Team continues to function extremely well and uses a collaborative approach to refine and improve its operational procedures. Both the Director of Finance and I are pleased with the Team's ongoing resilience and ability to adapt following a year of structural change whilst maintaining a quality internal service that allows decision makers to be fully informed. I remain confident that the finance environment will continue to operate in an efficient and prudent manner going forward.

During the year, several accomplishments and strategic initiatives were achieved, with a summary as follows:

- Strong Group headline operating profit of $38.8m (2025: $21.3m) was achieved whilst also maintaining a healthy level of overall cash/investment holdings and net assets of $81m and $226m, respectively.
- Operating profit includes an upward revaluation of the company's investment properties of $15.6m (FY25: $263k). Operating profit also included recognised capital grants of $20.5m (FY25: $14.2m).
- Roll out of a co-funded investment totalling $1.4m into energy performance upgrades to 93 social housing homes. This is a collaboration with the Department of Climate Change, Energy, the Environment and Water under their Community Housing Energy Performance Grant.
- Expansion of our Staying Home Leaving Violence (SHLV) Program into Wentworth and Balranald with an annual contract value of $550k
- Acquisition of the Group's first sites outside of NSW with the commencement of 15 affordable home development in Taylor under the ACT Government Affordable Housing Project Fund.
- Commenced implementing new software platforms in relation to payroll and HR management, WHS and risk management, and client case management. Continued work on ensuring that the data we hold remains secure, accessible and useful so that we can maintain a deeper understanding of our clients' needs and how Housing Plus can best serve them as well as the overall health of the business and the wellbeing of our employees.
- Full compliance against our internal treasury metrics, our "golden rules", which are reported to the Board monthly.
- Full Financial Viability compliance under the National Regulatory System Community Housing's annual compliance assessment.
- Full compliance with information and financial undertakings with our senior debt provider.

I would like to thank my fellow members of the Audit and Finance Committee for their support and diligence throughout the year. Lastly, I would also like to thank the Chief Executive Officer, the Director of Finance and the extended Housing Plus Executive Leadership Team for all their efforts and continued dedication to the success of the business.

Finance Report

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2026

	Note	2026 $ '000	2025 $ '000
CURRENT ASSETS			
Cash and cash equivalents	5	80,573	101,467
Trade and other receivables	6	2,554	3,196
Other current assets	7	787	599
TOTAL CURRENT ASSETS		**83,914**	**105,262**
NON-CURRENT ASSETS			
Trade and other receivables	6	250	237
Property, plant and equipment	8	1,280	2,201
Right of use assets	9	531	501
Investment property	10	325,931	282,263
TOTAL NON-CURRENT ASSETS		**327,992**	**285,202**
TOTAL ASSETS		**411,906**	**390,464**
CURRENT LIABILITIES			
Trade and other payables	11	2,963	3,103
Lease liabilities	12	251	319
Provisions	13	1,310	1,260
Borrowings	14	-	-
Other liabilities	15	30,753	48,064
TOTAL NON-CURRENT LIABILITIES		**35,277**	**52,746**
NON-CURRENT LIABILITIES			
Provisions	13	403	375
Lease liabilities	12	299	192
Borrowings	14	150,000	150,000
TOTAL NON-CURRENT LIABILITIES		**150,702**	**150,567**
TOTAL LIABILITIES		**185,979**	**203,313**
NET ASSETS		**225,927**	**187,151**
EQUITY			
Accumulated funds		225,927	187,151
TOTAL EQUITY		**225,927**	**187,151**

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 $ '000	2025 $ '000
Revenue	2	84,655	62,565
Tenancy and property management expenses	3	(17,681))	(17,418)
Administration Expenses	4	(28,198)	(23,892)
NET PROFIT/(LOSS)		**38,776**	**21,255**
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE PERIOD		**38,776**	**21,255**

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts from clients and others		19,082	16,155
Government grants received		29,273	30,480
Interest received		3,399	4,099
Interest paid		(7,837)	(8,236)
Payments to suppliers, divisions and employees		(33,686)	(28,445)
NET CASH PROVIDED BY OPERATING ACTIVITIES	17	**10,231**	**14,053**

STATEMENT OF CASH FLOWS AS AT 30 JUNE 2026

CASH FLOWS FROM INVESTING ACTIVITIES

Proceeds from the sale of property, plant and equipment	6	-
Proceeds from the sale of investment property	-	-
Purchase of investment property	(30,069)	(16,629)
Purchase of property, plant and equipment	(669)	(1,570)
Lease liabilities paid	(393)	(326)
NET CASH PROVIDED BY INVESTING ACTIVITIES	**(31,125)**	**(18,525)**

CASH FLOWS FROM FINANCING ACTIVITIES

Loans to Related Parties	-	-
Loan Facility	-	-
Principal Repaid	-	-
NET CASH PROVIDED BY FINANCING ACTIVITIES	**-**	**-**
Net increase (decrease) in cash held	(20,894)	(4,472)
Cash at beginning of year	101,467	105,939
CASH AT END OF YEAR	**80,573**	**101,467**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2026

2 REVENUE

	2026 $ '000	2025 $ '000
Rental income	18,521	17,652
Government Grants	46,546	39,846
Other revenue		
Interest income	3,399	4,099
Donations and sponsorships received	299	225
Fees and charges	192	209
Profit on sale of assets	6	-
Revaluation of investment property	15,552	263
Other income	140	271
TOTAL OTHER REVENUE	**19,588**	**5,067**
TOTAL REVENUE	**84,655**	**62,565**

3 TENANCY AND PROPERTY MANAGEMENT EXPENSES

Bad and doubtful debts	392	271
Insurance	689	682
Interest and other costs of finance	7,837	8,236
Leasehold rent expense	3 ,954	3,784
Rates and utilities charges	2,346	2,174
Repairs and maintenance	2,031	1,666
Other expenses	432	605
TOTAL	**17,681**	**17,418**

4 ADMINISTRATION EXPENSES

Depreciation and impairment	3 ,946	1,828
Audit fees	31	11
Brokerage	274	353
Computer expenses	1,127	754
Motor vehicle expenses	277	268
Outsourced services	-	139
Salaries and wages	1 9,503	17,671
Board expenses	21	40
BOD and Governance Costs	205	202
Insurance expense	686	578
Rent and utilities	450	806
Telephone	267	262
Training	183	216
Travel and accommodation	406	351
Other expenditure	822	413
TOTAL	**28,198**	**23,892**

Auditors Report

PMW Assurance

Opinion

We have audited the financial report of Housing Plus and controlled entity (the group), which comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the Statement By Board Of Directors.

In our opinion:

the accompanying financial report of Housing Plus, is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

a. giving a true and fair view of the group's financial position as at 30 June 2026 and of its performance for the year ended on that date; and
b. complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-forprofits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the group in accordance with the Australian Charities and Not-forprofits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Directors are responsible for the other information. The other information comprises the information in the Company's annual report for the year ended 30 June 2026, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Auditors Report

Board of Directors' Responsibilities for the Financial Report

The Board of Directors of the Company are responsible for the preparation of the financial report and have determined that the accounting policies d scribed in Note 1 to the financial report, are appropriate to meet the requirements of the ACNC Act and are appropriate to meet the needs of the members. The Board of Directors' responsibility also includes such internal controls as the determine necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic d cisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the Financial R port is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our Auditor's Report.

AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001 TO THE DIRECTORS OF PLUSCOMMUNITY LIMITED

Auditors Independence Declaration

We hereby declare, that to the best of our knowledge and belief, during the year ended 30 June 2026 there have been no:

a. contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
b. contraventions of any applicable code of professional conduct in relation to the audit.

Name of Firm: PMW Audit
Chartered Accountants

Lead Auditor:



Graham Spalding, CA

Address: 65 Hill St, Orange, NSW, 2800

Dated: 30th September 2026

Statement By Board of Directors

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 6 to 24, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012:
   a. Comply with Australian Accounting Standards; and
   b. Presents a true and fair view of the financial position of Housing Plus as at 30 June 2026 and its performance for the year ended on that date.
2. In the directors' opinion, there are reasonable grounds to believe that Housing Plus will be able to pay its debts as and when they fall due.

This declaration is made in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013 and a resolution of the Board of Directors:

Board Member:



Board Member:



Dated: 30th September 2026

HOUSING PLUS

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PLUS COMMUNITY

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