



**Alliance
Housing
(WA)**

2025 - 2026 **Annual Report**

Supporting Affordable
Housing in the South West



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**Provide and manage
quality, secure,
affordable housing**



**Encourage tenant
participation**



**Develop and promote
awareness of
housing issues**



**Relieve housing
related poverty**

Alliance Housing (WA) acknowledges the Traditional Custodians of the lands on which we operate. We pay our respects to Elders past, present, and emerging, and recognise their continuing connection to land, waters, and culture.

About us

Alliance Housing is a not-for-profit organisation dedicated to relieving housing poverty by providing safe, secure and affordable housing for people in need across South West Western Australia.

For nearly 30 years, we have been meeting the need for quality, affordable housing in the Greater Bunbury and South West regions, helping to improve safety, security and quality of life for individuals, families and communities.

From small beginnings, Alliance Housing has grown into a trusted community housing provider managing a diverse portfolio of properties across the region. Today, we support tenants in communities including Bunbury, Australind, Eaton, Collie, Busselton, Donnybrook, Manjimup, Nannup and Narrogin.



"Having a secure home brings reassurance and the ability to settle."

Our mission

To create a foundation for opportunity and empowerment through the provision of affordable housing services.

Our vision

Thriving communities where access to safe, secure and affordable homes are available for all.

We build and maintain positive relationships

We create opportunities

We learn and grow

We deliver	We work together	We care	We make a difference
We are reliable, committed and consistent	We are collaborative	We listen to understand	We are purposeful and proactive
We focus on quality and seek excellence in all we do	We accept and value difference	We act with empathy	We empower our customers, staff and communities
We are innovative and resourceful	We support others to succeed	We value our customers, partners and team	We build and maintain positive relationships
We measure and review our performance	We are approachable and share knowledge and expertise	We focus on customer outcomes and act with best intentions in mind	We create opportunities
We do what we say we will do	We partner for results	We support others to succeed	We learn and grow

From our Chairperson and CEO

In 2025–2026, Alliance Housing continued to focus on growth and development to ensure we can meet the housing needs of our South West communities into the future, while maintaining strong connections with our current tenants.

We extend our sincere thanks to our dedicated staff, Board members and stakeholders for their continued commitment, care and expertise throughout the year. Their contribution is fundamental to the work we do and gives us the capacity to identify new opportunities and expand the support we provide to individuals and families across the South West.

In April, we were proud to celebrate the completion of Alliance Housing's first dual-key development in Dalyellup. The development provides two fully self-contained homes on a single block, making better use of available land while maintaining residents' privacy and independence.

Both homes have been allocated from the Department of Housing's waiting list, providing safe, secure and affordable long-term accommodation. The project also demonstrates how new approaches to housing can help us provide more homes while responding to the needs of the communities in which we operate.

In May, we broke ground on a new over-65s social housing development in South Bunbury. The project will provide four new homes, including two two-bedroom and two one-bedroom units, replacing an ageing property on the site.

These homes have been designed to support independent living and enable residents to remain close to shops, essential services and public transport. They will also achieve a 7-star energy rating and meet Livable Housing Australia Silver Level accessibility standards. Supported through the WA State Capital Grants Program and delivered in partnership with WA Country Builders, the project will provide much-needed housing for older members of our community.

We also continued to invest in our existing housing portfolio. In Manjimup, significant upgrades are underway across four purpose-built homes for people living with disabilities, supported by funding

through the Regional Grants Round and Social Housing Investment Fund.

The work will improve the quality, functionality and longevity of the homes, while allowing tenants to remain in their accommodation throughout the project. This is an important part of ensuring our existing homes continue to provide safe and suitable housing for current and future tenants.

This year also saw the launch of Alliance Housing's new Strategic Plan, setting our direction for the years ahead.

Our vision is for thriving communities where access to safe, secure and affordable housing is available to all. Our mission is to create a foundation for opportunity and empowerment through affordable homes and proactive housing services.

The Strategic Plan sets out our focus on growing and improving our housing portfolio, providing services to more South West communities and responding to regional housing priorities. We will also continue to explore new housing models, supported housing partnerships and opportunities to work with others to increase the impact of our work.

We will continue to look for ways to improve what we do, respond to changing housing needs and play our part in addressing the affordable housing challenge across the region.

As we look to the future, we are proud of what we have achieved together during 2025–2026 and, most importantly, the difference this work makes in the lives of our tenants and the wider community. We look forward to continuing to work together to create more opportunities for people across the South West to find a safe, secure and affordable place to call home.

Murali Mahendran | Chairperson

Kay Shaw | Chief Executive Officer

Our Board

Murali Mahendran | Chairperson

Murali has more than 25 years experience in the resources industry and public infrastructure in a variety of corporate, operations, exploration, development and project roles. This includes senior leadership roles in major capital projects, specialising in Environment, Sustainability and Governance (ESG), business strategies, enterprise risk, approvals, community and stakeholder engagement.

Murali is a member of the Australian Institute of Company Directors and the Australian Institute of Management.



Peter Wheeler | Secretary

Having worked in the Banking and Finance industry for many years, Peter has developed a deep understanding and experience of the Financial Service Industry across Consumer, Retail and Business Banking sectors.

Peter has a passion for making a difference, with extensive experience managing risk solutions by combining an analytical ability, comprehensive fiscal knowledge and customer service skills.

Peter looks forward to assisting the organisation with their ongoing goals and objectives.



Ben de Chaneet | Vice Chair

Ben is the South West Operations Manager overseeing the Bunbury Recruitwest office since 2008, and is a part owner since 2010.

Ben provides customised recruitment services to large and small businesses throughout WA along with consulting services in IR, HR and OH&S. Ben draws on previous experience working in the Job Network System in Bunbury and has a trade background as a carpenter, as well as having worked in Eco Tourism.

When not working Ben loves spending time with his family and playing in and on the ocean - surfing, windsurfing and SUP paddling. He also does surfboard repairs and enjoys restoring and collecting vintage surfboards.



Christine Penny | Treasurer

Christine has worked in finance and client liaison for more than 50 years and has in-depth knowledge on bookkeeping, including payroll.

Christine has been a volunteer for Solaris Cancer Care for 11 years and is a person who can see things in an objective way, and also has an ability to communicate with people of all walks of life.



Melfe McGill

Melfe has lived in the Bunbury region for the past 22 years, after relocating from the United States. She is a former Alliance Housing tenant and brings valuable lived experience to the Board, offering an authentic tenant perspective that supports informed and inclusive decision making.



Melfe has completed a Certificate IV in Community Services and a Certificate IV in Education Support, strengthening her community focused and people centred approach to governance. Outside of work, she enjoys spending quality time with her family and is actively involved in local sport. She has represented Bunbury in Indoor Beach Volleyball, achieving multiple titles, and more recently plays softball with the South West Mariners in Eaton.

Gary Pritchard

Gary has been a registered Builder from 1987 to 2023. Gary has been involved in the South West building industry since 1981, in the capacity of Site Manager for several major building companies. These include CALM Complex in Manjimup, South West Sports Centre, Dalyellup College Stage 2, Mandurah Greenfields Shopping Centre and many others.



Gary and his wife have been registered as Foster Carers since 1989 and in 2017 were awarded the 'Order of Australia' medals for their contribution to 'Children in Care as Foster Carers'.

Gary retired in 2021 and continues to enjoy his role in Foster Care and playing golf at the local Golf Club.

Jan Pedersen

Jan has extensive experience in community development and management of youth, sporting and special events; tourism marketing and volunteer recruitment and training.



She has served on numerous education and community committees and boards, including four years as Chair of Alliance Housing. She held local, regional and State roles with the YWCA and served as a Councillor with the City of South Barwon (Victoria), chairing several standing committees.

Tenant Stories

Jessica / A bright future

Like many families during the COVID-19 pandemic, Jessica and her children faced unexpected housing insecurity when the rental property they were living in was sold.

With rental prices climbing beyond what she could afford, finding another suitable home became increasingly difficult. As a single mother of three, Jessica's priority was simple – keeping a roof over her children's heads.

While waiting for a more permanent housing solution, the family relied on the support of relatives, doing everything they could to maintain a sense of normality. Receiving a home through Alliance Housing marked a turning point for the family.

"Having a home through Alliance Housing has changed our lives in ways that are hard to put into words," Jessica said.

"Knowing that we have a safe and secure place to call home has lifted a huge weight off my shoulders and given my children the stability they need to thrive."

The security of a permanent home has brought peace of mind to the whole family. Where there was once uncertainty, there is now stability, allowing Jessica's children to simply enjoy being

children, building friendships, feeling connected to their community and growing up in a supportive environment.

For Jessica, having a secure home has meant she can focus on creating a loving and stable family life.

When time allows, Jessica enjoys giving old treasures a new lease on life through thrift shopping, upcycling and restoration projects. She also shares a love of collecting Pokémon cards with her two older children, while making the most of the opportunities to go camping, spend time in the garden and enjoy family adventures.

Giving back to her community is equally important to Jessica, she volunteers at her children's school events and supports their sporting clubs whenever she can.

"Alliance Housing has given us more than just a house," she said.

"It has given us security, peace of mind and hope for a brighter future."

"Knowing that we have a safe and secure place to call home has lifted a huge weight off my shoulders."





Lurline and Bob / Room to move

Lurline and Bob were more than happy to trade the confines of a caravan for a place they could call home with the support of Alliance Housing.

After being forced to sell their five-bedroom, two-bathroom house, they spent two and a half years living in a caravan parked in their daughter's driveway.

They describe it as a difficult time.

Their new home with Alliance Housing, has given them a stable base, providing comfort, security and peace of mind.

For them, having a secure home is enough—it brings reassurance and the ability to settle again.

The couple enjoy driving to Perth to visit their daughter and grandson and walking their three-year-old French Bulldog, Phoebe.

Lurline enjoys gardening, while Bob enjoys building things and fishing and crabbing near the harbour.

"Having a secure home brings reassurance and the ability to settle."



Graeme and Terry / New beginning

After caring for their mother in an older asbestos property, Graeme and Terry were ready for a new chapter.

A home with Alliance Housing has made a significant difference in their lives. Their new home is modern, clean and tidy, providing a safe and comfortable environment they can enjoy.

Thanks to the affordable rent, they have greater financial stability, which has reduced day-to-day stress.

Graeme and Terry describe feeling happy and calm in their home and value the positive relationships they have with their neighbours.

In his spare time, Terry enjoys computer games, playing cards and watching the West Coast Eagles, with his rescue cat Fluffy Bum often by his side.

Graeme enjoys reading books and completing crosswords and is a keen West Coast Eagles supporter. He also enjoys listening to music and adding to his video collection.

Rebecca / A place to call home

Rebecca spent years struggling to find a rental she could afford before finding certainty through Alliance Housing.

“Having a home with Alliance Housing has changed my life,” she said. “I now have peace of mind and stability. I feel safe and secure and can plan ahead financially.”

Before becoming a tenant with Alliance Housing, Rebecca’s life was often uncertain. She spent most of her life in the country before moving to Midland in 2019, but the impact of COVID-19 on rental prices made it difficult to stay.

For the next two years, Rebecca lived in a small motor home, staying at caravan parks across the South West, house-sitting and caretaking while trying to find an affordable home. Constantly moving made it difficult to settle down and feel secure.

Being offered an affordable rental in Donnybrook has made all the difference. Surrounded by trees, within walking distance to shops and supported by friendly neighbours, Rebecca has found a place where she feels at home.

“The location is perfect,” she said. “The bush is my happy place.”

The stability of having a secure home has allowed Rebecca to focus on her wellbeing and build a brighter future, while accessing nearby services and support when needed.

A proud mother and grandmother, she treasures spending time with family and friends.

Rebecca can now enjoy the simple pleasures that keep her active, relaxed and connected to her community. She regularly plays badminton, enjoys walks along the river, goes for country drives, and loves sitting at the beach listening to the waves.



“Having a home with Alliance Housing has changed my life, I now have peace of mind and stability. I feel safe and secure and can plan ahead financially.”

At home, she enjoys reading and doing puzzles, while also staying involved in her church and volunteering at the local community garden.

With the support of Alliance Housing, Rebecca now has more than just a house — she has a place to truly call home.



"Living in Manjimup means I can stay connected with friends and familiar faces, rather than starting over in a new town."

Janet / A life well lived

Janet is a long-term Manjimup resident and Alliance Housing tenant who values the independence and stability her home provides.

Janet lives with an intellectual disability and said having stable housing in her own community made a significant difference in her life.

"I am very grateful for my house, which I have made into a place I truly call home," she said.

"Living in Manjimup means I can stay connected with friends and familiar faces, rather than starting over in a new town."

Janet has lived in Manjimup her entire life, growing up on her family's farm before moving into town in the late 1970s. Over the years, she has remained closely connected to her community through work, volunteering and social activities.

In the early 2000s, Janet transitioned into independent living when she secured a unit in a community housing complex originally developed by Windmill Projects and now managed by Alliance Housing. This has enabled her to live independently while remaining close to family, friends and existing supports.

Living close to the town centre has supported Janet to maintain her independence and remain actively engaged in her community. Her weekly routine is full and varied, supported by her NDIS arrangements and local services.

She enjoys shopping and cooking, attends exercise and social programs at the Manjimup Health and Community Centre, volunteers in administrative tasks, participates in activities such as Tai Chi and bingo, aqua walks at the pool, and assists at the local library.

"What I like about volunteering and community activities is that it allows me to give back and be treated as an equal," she said.

Janet thanked Alliance Housing for recent upgrades to her home, including a renovated bathroom, which has further supported her independence.

Denise / Peace and stability

For Denise, her new home has brought a deep sense of relief and security.

Before becoming an Alliance Housing tenant, Denise spent many years living in Armadale and later relocated to Narrogin, where she lived for four years.

“Having a home with Alliance Housing has made a big difference in my life,” she said. “I feel secure knowing I don’t have to worry about the house being sold or having to move.”

This stability has given Denise the freedom to settle in and become part of her community.

“It’s a lovely home, the neighbours are great, and I really love spending time in the garden,” she said. “It gives me peace of mind and a sense of stability.”

Away from home, Denise enjoys the simple things in life. The Narrogin café is one of her favourite places for a chai latte and scones with jam and cream.

Denise is a passionate artist who spends much of her time crocheting, making rugs and working on creative projects.

Animals bring her a lot of happiness too, especially the two little dogs next door, who she loves to play ball with. She also enjoys watching classic romance films from the 1930s, 40s and 50s and playing the piano.



“I feel secure knowing I don’t have to worry about the house being sold or having to move.”

Patricia and Michael / There's no place like home

After many years working as property managers while raising their two grandchildren, they were ready for a simpler life.

Life was busy and, at times, uncertain while they were renting a home in Treendale, so they decided it was time to downsize and find a property that better suited their needs.

The couple said moving into their Alliance Housing home had provided more than just the right-sized property. It had given them a greater sense of stability, security and peace of mind.

While they had always been fortunate to have a roof over their heads, they said their new home had helped them feel more settled, easing daily pressures and giving them a new level of comfort.

The couple has quickly embraced their new neighbourhood, enjoying the quiet streets, nearby parks and walking paths.

Walks with their much-loved Maltese-Shih Tzu cross, Hook, have become a favourite part of their day, and they've enjoyed getting to know their neighbours and already feel like part of the community.

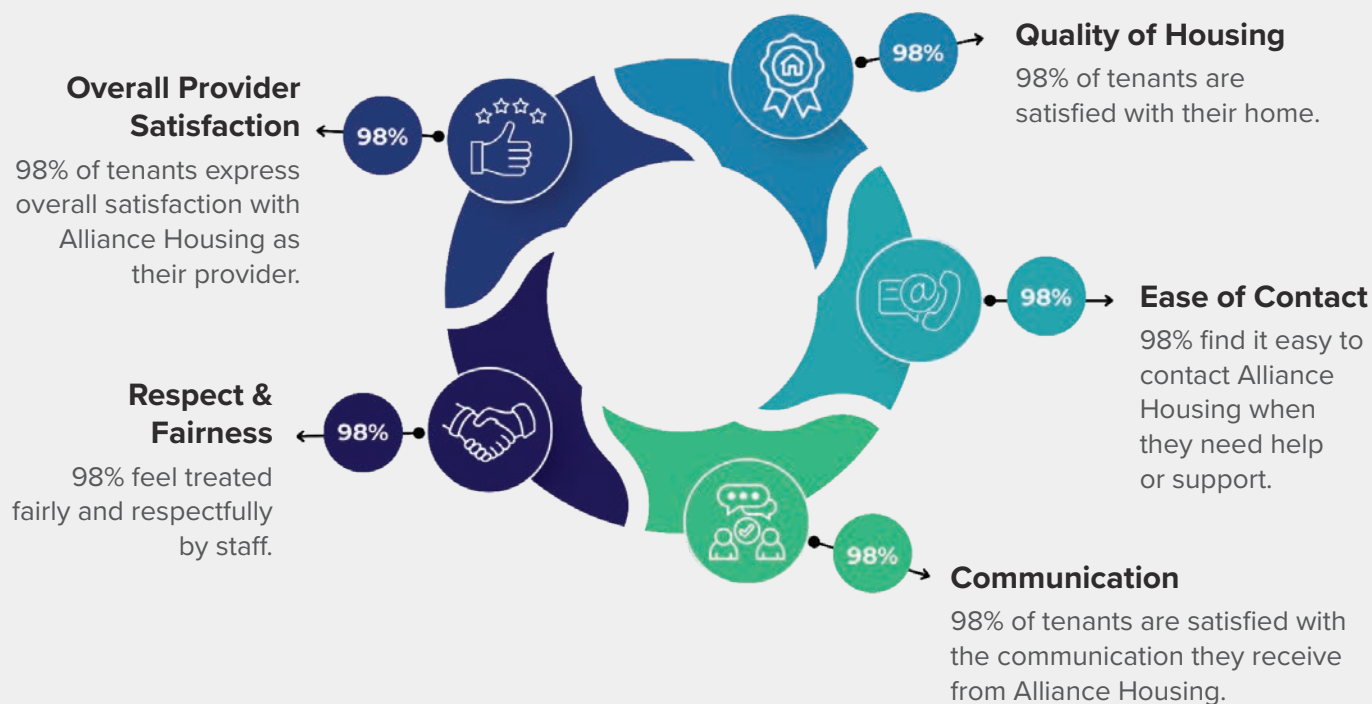
At home, they like watching television, listening to music and unwinding with games on the PlayStation, Xbox and Nintendo.

With the security of a place to truly call home, Patricia and Michael can now focus on enjoying a slower pace of life and making the most of every day.



Moving into their Alliance Housing home had provided more than just the right-sized property, it had given them a greater sense of stability, security and peace of mind.

Tenant Survey



Tenants comments

Alliance housing keeps us up to date with what's happening

They take on requests in good time and fix them

Respond Quickly when there is an issue

Always pleasant to deal with, friendly and helpful

I'm happy with the way Alliance Housing treats me and goes about this

Communication and prompt maintenance

Overall I cannot fault my tenancy officer & Alliance Housing

Alliance Housing cares about its tenants

Good Inspections

Alliance Housing staff who I have dealt with are very helpful and my property manager Eden is excellent

Annual Tenant Survey Voucher Winners

Congratulations to our three lucky winners, Mariah, Maureen and Michael, each of whom has won a gift voucher. We appreciate your contributions and look forward to providing you the best services possible.

We would like to thank all our tenants that took the time to complete our annual tenant survey. We had a great response and received valuable feedback. Your insights, views and comments are instrumental in helping Alliance Housing enhance the quality and services we provide to all our tenants.



Maureen (right) with Finance Officer Cindy Brezovnik.



Mariah (left) with TO April Johnston



Michael (right) with TO Eden Moore-Carter

Tenant forums



Festive fun at forum

Christmas spirit was in full swing at the December Alliance Housing tenant forum, with creative activities and a community barbecue.

Tenants and staff enjoyed a pottery workshop with Gabby from Imperfect Painter, pressing leaves into clay before taking part in a freestyle activity that encouraged creativity, laughter and conversation.

Alliance Housing chief executive Kay Shaw said it was wonderful to see the community come together for a relaxed morning filled with connection and cheer. With Christmas music playing, the atmosphere was festive and welcoming throughout the event.

Following the workshop, tenants enjoyed a barbecue, sharing a meal while catching up with friends old and new.

“So nice to meet everyone and have a chat with people. I loved the pottery class and will enjoy learning more on YouTube,” one participant said.

Alliance Housing would like to thank all tenants who attended, and a special thank you to Buckingham the Butchers for generously donating 60 sausages for the celebrations.





Tea and Talk

Alliance Housing hosted its first tenant forum for the year in May, bringing tenants together and supporting the Cancer Council through Australia's Biggest Morning Tea.

The event provided an opportunity for tenants to connect in a relaxed setting, share a cup of tea and engage in warm conversations with staff and fellow residents.

Alliance Housing chief executive Kay Shaw said she was grateful for everyone's kindness, generosity, and involvement, which helped make the morning such a meaningful success.

"It was great to see so many familiar faces and new attendees enjoying themselves and we look forward to seeing everyone again at the next one," she said.

The event helped raise both funds and awareness for the Cancer Council, supporting individuals and families affected by cancer across Australia.

Tenants also enjoyed a range of games, including Uno, Connect Four and Bingo, which encouraged conversation, laughter and friendly competition.

Fostering connection through creativity

The Alliance Housing community came together for a tenant forum with a creative twist in September 2025.

The event featured a guided watercolour painting session led by Gabby Holt from Imperfect Painter, providing participants with the opportunity to unwind, explore creativity and enjoy a light morning tea. The relaxed setting encouraged tenants and board members to mingle, share stories and foster stronger connections with one another.

Alliance Housing chief executive Kay Shaw said she welcomed opportunities to bring people together through shared experiences.

"It was a wonderful example of how we can come together, spark new interests and build lasting connections," she said.

Participants enjoyed the session and were proud of their creative efforts, with many surprised by their artistic abilities.

"I loved the chance to get to know the team, meet other tenants, and hear their stories," one participant said.

Alliance Housing sincerely thanks Gabby Holt for facilitating the session and all tenants who attended.



Our Strategic Goals and Objectives

Grow and Increase the Quantity and Improve the Quality of Our Housing Portfolio

- Increase the number of properties we own and manage
- Ensure our housing portfolio meets the needs of our current and future clients

Provide Housing Services to More South West Communities

- Provide services to more locations
- Identify and respond to regional housing priorities
- Expand services within our existing locations

Operate Sustainably

- Maintain robust governance, risk and financial management practices
- Maintain high standard of operational management
- Sustainably manage and grow the capability of our workforce

Explore Partnerships with Housing Service Providers

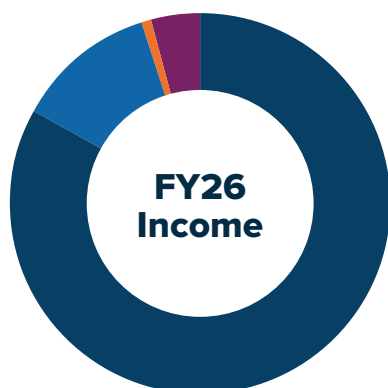
- Expanding our delivery of Supported Housing Services in partnership with support providers
- Diversifying the housing models and services we deliver

Increase Customer, Community, and Regional Impacts

- Enhance outcomes for tenants
- Increase engagement with communities we operate in
- Increase the regional impact of affordable housing supply
- Collaborate and partner across the Region
- Advocate and promote Affordable Housing

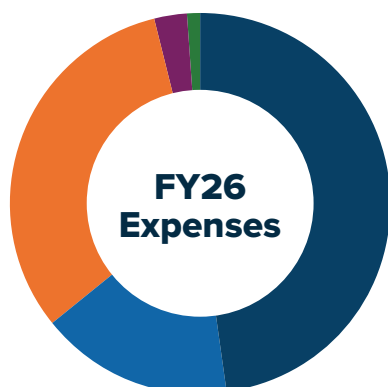
Financial Position

as at 30.6.2026



Revenue from Operating Activities 2026

	\$	%
Rental income	\$2,266,043	83.17%
Grant funding	\$325,471	11.95%
Interest Received	\$20,046	0.74%
Other Income	\$113,062	4.14%
	\$2,724,622	100.00%



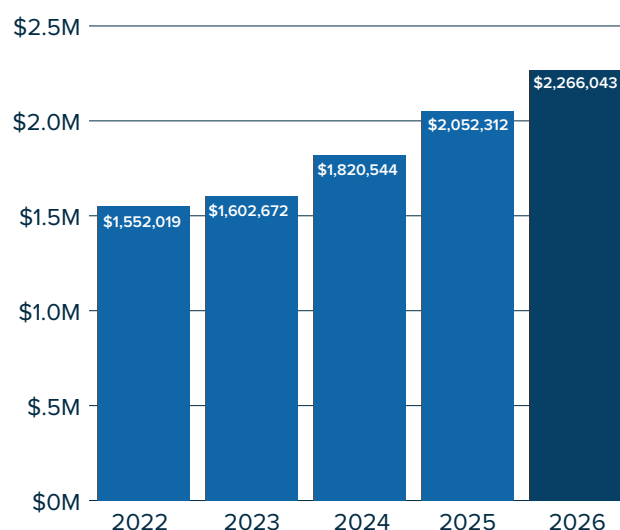
Expenditure from Operating Activities 2026

	\$	%
Property Management Expenses	\$853,642	48.00%
Administrative Expenses	\$289,350	16.27%
Employee Expenses	\$566,894	31.87%
Grant Funding Expenditure	\$51,292	2.88%
Depreciation Expense	\$17,334	0.97%
Interest Expense	\$3	0.00%
	\$1,778,515	100.00%

Balance Sheet FY25-26

	2026	2025
Current Assets	\$1,689,393	\$1,553,934
Non-Current Assets	\$27,770,331	\$20,124,231
Total Assets	\$29,459,724	\$21,678,165
Current Liabilities	\$366,607	\$226,521
Non-Current Liabilities	\$655,285	\$683,893
Total Liabilities	\$1,021,892	\$910,414
Net Assets	\$28,437,832	\$20,767,751

Rental Revenue FY22-FY26



Our Projects

Dual-key delivers

Alliance Housing celebrated a key milestone in April with the completion of its first dual-key development in Dalyellup.

Alliance Housing celebrated a key milestone in April with the completion of its first dual-key development in Dalyellup.

The project represents a new housing model designed to help meet growing demand for affordable housing in the South West.

Alliance Housing chief executive Kay Shaw said the development marked an important step in broadening the organisation's housing options.

"This project required careful planning and confidence in a new approach, but it has delivered strong outcomes and demonstrated that dual-key housing can help increase supply and support more people into homes sooner," she said.

"This approach makes more efficient use of land and increases housing availability, while still providing residents with privacy and independence."

The development features a unique dual-key design, with two fully self-contained homes built on a single block.

Both homes have now been allocated, with tenants moving in and settling into safe, secure and affordable housing.

The project supported households transitioning from the Department of Housing and Works waiting list into long-term stable accommodation.

Located close to shops, schools, parks and health services, the development also supports connection to the Dalyellup community.

Ms Shaw said the project would provide a strong foundation for future housing innovation.

"It demonstrates how thoughtful design and collaboration can increase housing supply and support more people into safe and stable housing sooner," she said.

The project is supported through the State Government's Capital Grants Program.





Breaking ground

Alliance Housing has officially broken ground on its new over-65s housing development in South Bunbury.

The project will deliver four new social housing homes, including two two-bedroom units and two one-bedroom units, replacing an ageing property on the site.

Alliance Housing chief executive Kay Shaw said the development would provide much-needed housing for older members of the community seeking a stable and secure place to call home.

“We are excited to see the project get underway and look forward to welcoming tenants into their new homes,” she said.

Located close to shops, essential services and public transport, the development has been designed to support independent living and help residents remain connected to their community.

WA Country Builders has been appointed to deliver the project, with initial works commencing in late May.

The development will involve the demolition of an ageing dwelling and redevelopment of the site, which will be subdivided into four separate lots.

All homes will achieve a 7-star energy rating and meet Livable Housing Australia Silver Level accessibility standards, ensuring they are both energy efficient and suitable for ageing in place.

The project is supported through the WA State Capital Grants Program.



Investing in the future

The long-term future of four Alliance Housing homes in Manjimup has been strengthened through a significant program of upgrades, supported by grant funding.

Works commenced in March 2026 and are expected to be completed by September. The project is supported through the Regional Grants Round, with funding allocated from the Social Housing Investment Fund.

Oban Group was appointed to deliver the works, which include repainting the building and roof, replacing all four external patios, upgrading two bathrooms and the laundry, and renovating three kitchens.

The purpose-built homes have provided long-term accommodation for people living with disabilities, making it important that they continue to meet the needs of current and future tenants.

Alliance Housing Chief Executive Kay Shaw said the project represented an important investment in maintaining and improving existing social housing and ensuring the homes remained safe, suitable and available to the Manjimup community for many years to come.

“We are pleased the works can be completed while tenants remain in their homes, minimising disruption while improving the quality, functionality and longevity of the properties,” she said.

Alliance Housing Valued Partners



Government of Western Australia
Housing Authority



**LIFE
WITHOUT
BARRIERS**



WE KNOW NEURO





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