

Welcome home



Annual Report 2024-25

 **haven**
HOME SAFE

Acknowledgement of Country

Haven Home Safe acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land and pays respect to their Elders, past and present.

We acknowledge the Dja Dja Wurrung people as the Traditional Owners and Custodians of the land on which our Bendigo office is located. We extend that respect to our other office locations, to the Wurundjeri People, the Wadawurrung People, the First Peoples of the Millewa-Mallee, being Latji Latji and Ngintait Traditional Owners and all First Nations peoples.



BUK GERRBUMUL WURRDHA - STRONG COMMUNITY
IS BY FIRST NATIONS ARTIST, MICK HARDING.

About the artist and artwork:

This artwork titled *Buk Gerrbumul Wurrdha - Strong Community* is by First Nations artist, Mick Harding. Mick is from the Yowong-Illam-Balkuk and Nattarak Baluk clans of the Taungurung People.

In the artwork, the shields symbolise the strength of our shared bonds, guarding the values and relationships that unite us. Within these protected spaces, we nurture the roots of our heritage while planting new seeds of hope and resilience. Seeds symbolise the beginning growth, nurtured by strength of community, the bonds of connection, and the richness of culture. Together, we create a thriving, harmonious environment where every individual and every story is cherished.

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A message from our Chair Robert Camm

This year has seen Haven Home Safe make visible and meaningful progress toward the deliverables outlined in our Strategy 2040. The Board has continued to monitor and respond to market pressures while guiding the organisation's growth and supporting the delivery of strategic targets. We have maintained close oversight of our risk profile to ensure the organisation remains resilient and well positioned to meet the needs of our clients, today and into the future.

Across our rural, regional, and metropolitan footprint, we have completed several development projects that bring us closer to our ambition of safe, affordable housing for all. We extend our sincere thanks to our partners, particularly the Victorian Government, through Homes Victoria for their collaboration and investment in achieving these outcomes. Each new home represents stability and dignity for individuals and families, and contributes to stronger, more inclusive communities.

In a time of intensifying housing pressures, we continue to appreciate the significance of each project we deliver. The growing demand for housing underscores the importance of Haven Home Safe's work and the impact that secure, affordable housing has on people's lives.

The Board has continued to monitor and respond to market pressures while guiding the organisation's growth and supporting the delivery of strategic targets.



We also acknowledge the leadership and dedication of our CEO, Trudi Ray whose advocacy for housing diversity and funding reform has strengthened awareness of the challenges facing our sector. Her focus on organisational culture and inclusion has helped ensure Haven Home Safe remains a place where staff feel supported, valued, and empowered to deliver their best.

This year we published our second ESG+ Impact Report, disclosing where we are making progress and where we need to do more. The report highlights the important connections between environmental sustainability of our homes, a well-governed organisation and positive client outcomes.

Looking ahead, we will be reviewing Strategy 2040 to ensure it remains contemporary and reflective of the context in which we work and the evolving needs of our sector, community, and organisation.

We are especially excited about the launch of our In My Back Yard (IMBY) pilot, an innovative housing model that will expand our capacity to support people through the housing continuum and demonstrates new ways to deliver homes and hope.

A message from our CEO Trudi Ray

This year, we have continued to navigate increasing pressures across every area of our work, reflecting the growing complexity of the housing and homelessness environment. Despite these challenges, Haven Home Safe continues to adapt and evolve to remain resilient, responsive, and able to meet the needs of the people and communities we serve.

At the centre of everything we do are our clients. Their voices, experiences, and aspirations guide our decisions and shape our strategy. By keeping clients at the core, we ensure that every service, program, and initiative reflects what's important to them in the hope to lead to collective impact. Our work is not just about housing – it's about empowering people, creating stability, and fostering communities where everyone can thrive.

We have strengthened our governance, policies, and digital systems and are undertaking a comprehensive operational review to uplift processes across the organisation. This work will ensure that we have the right foundations in place to deliver on our strategy and support our people to do their best work, so they can in turn deliver the best outcomes for our clients. Organisational culture has been a key focus. Through The HHS Way workshops, we have fostered a stronger sense of connection and purpose across our workforce.

Every home we deliver and every tenancy we sustain represents a life changed.

Feedback from our people has shaped new policies that better support and reflect the diversity within Haven Home Safe. When our people feel seen, valued, and supported, our clients and communities benefit too.

We were proud to welcome Sean and Vicki, two generous and visionary donors, whose support is enabling our first In My Back Yard (IMBY) small second dwelling project. The evidence behind regional urban infill to increase housing supply and create connected communities is compelling, and I believe it represents an important evolution in how we design and deliver community housing in Victoria—with modern methods of construction to change to enabling faster delivery into areas that can't keep up with the growing demand.

Our progress this year demonstrates the momentum behind Strategy 2040. We launched our Client Voice framework, published our second ESG+ Impact Report, and saw an expansion of the vital Epping Pantry, a client-led placemaking initiative that continues to support more residents each year. Each of these achievements is a reflection of our commitment to listen to, learn from, and act with our clients in mind.

A highlight has been the launch of our Innovate Reconciliation Action Plan (RAP), strengthening partnerships with First Nations leaders and communities.

While First Nations peoples remain disproportionately affected by the housing crisis, we continue to use our platform to advocate for change, amplify calls for housing justice, and demonstrate that mainstream community housing providers can and should have tenancy targets for First Nations people. At every step, we are guided by their knowledge in the solutions we create.

Amidst rising costs, funding constraints, and growing demand, our focus on financial and operational sustainability remains strong. I thank the Board, our staff, and our partners for their shared commitment. Every home we deliver and every tenancy we sustain represents a life changed. By keeping our clients at the heart of all we do, we ensure that Haven Home Safe continues to be a place of safety, dignity, and opportunity for those who need it most—because that belief remains at the heart of everything we do.



About Haven Home Safe

As a specialist homelessness services and community housing provider delivering housing and support services across Victoria, we believe that everyone should be able to access a home no matter what circumstances they find themselves in. By increasing the diversity of housing options available and shaping communities that forge a connection between people and place, we can deliver better futures for all Victorians.

For over 45 years we have worked with government, public and private partners to mobilise funding and collaborate for better solutions for our clients, who are at the core of our decision making. With offices in Bendigo, Geelong, Mildura and Preston (Melbourne) and outreach hubs in Echuca, Kyabram and Swan Hill, we manage over 2,000 properties and deliver 18 client care and support programs across the state.

Our purpose

Everyone deserves a home

Our vision

Better futures

Our commitment

To make a difference through housing, support and community connection

Our values:



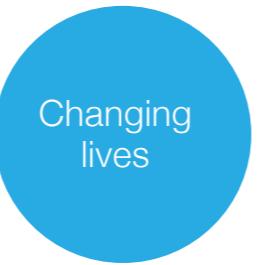
Inclusion & belonging



Collective impact



Empowering leadership



Changing lives

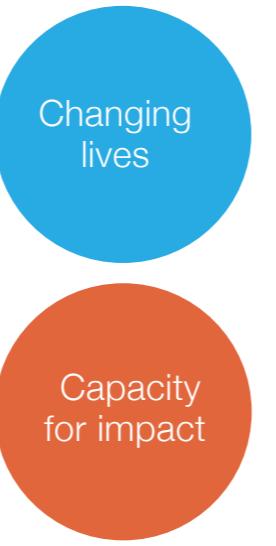
Our impact areas:



Impactful housing & support



Impactful partnerships



Capacity for impact

6
Welcome home. These words can truly change someone's life.

One by one, if we can help our clients access a home, we know they are on their way to a better future.

In a world driven by metrics, it can be easy to be swept up in the data. But when we look beyond the data, we remember that every single number represents a client. A person holding onto hope while facing one of life's greatest challenges, searching for a safe, secure and affordable place to call home.

2024-2025 Annual Report we will be sharing not only the data and client needs from the past year but also the stories of changing lives, one client and one home at a time.



By the numbers: One year of impact

Our staff continue to lead with empathy, kindness, grit and determination to deliver the best outcomes for their clients and communities. Across our Client Care and Support services our staff have delivered a significant number of support periods.

Behind every number is a staff member making countless phone calls and referrals, connecting clients with support services, looking for those elusive available tenancies and accommodation options and ensuring clients are met with kindness, encouragement and patience.

"I feel very supported by Haven Home Safe, I didn't have the references for a rental, but Antonetta helped with a support letter and within a month I am in my first rental. She helped me with furniture and vouchers to set me up in my new rental. She also helped with two weeks rent and a support letter for bond. We talked about budgets, and she visited me to see how I was and linked me with other helpful services for parenting. My case worker was wonderful to deal with and exceptional at her job".

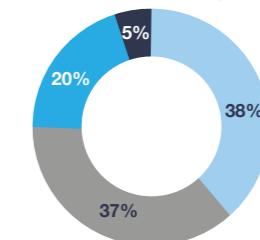
PRAP Plus
Mildura Client



Intake Assessment Planning (IAP)



6094 support periods for 4109 clients



IAP Preston **2299**
IAP Mildura **1235**
IAP Bendigo **2259**
IAP Prison **301**

Homelessness Case Management

Bendigo and Kyabram



392

SUPPORT PERIODS



326

CLIENTS

Private Rental Assistance Program Plus

Bendigo and Mildura



115

SUPPORT PERIODS



100

CLIENTS

Rough Sleeper Assertive Outreach

Bendigo and Swan Hill



218

SUPPORT PERIODS



168

CLIENTS

Community Connections Program

Bendigo and Mildura



123

SUPPORT PERIODS



116

CLIENTS

Tenancy Plus

Mildura



84

SUPPORT PERIODS



63

CLIENTS

Housing Support for the Aged

Bendigo



19

SUPPORT PERIODS



18

CLIENTS

Care Finders

Bendigo



12

SUPPORT PERIODS



11

CLIENTS

Did you know:

OUR CLIENT CARE TEAM RECEIVE AROUND
3000 calls per month

About the data: Some clients require multiple support periods on their housing journey, this is why we often have a higher number of support periods than clients. We share both data sets to recognise the workload of our frontline staff and to respect the challenges our client face.

Exit Pathways Program**Geelong and Metro North****36**

CLIENTS

**Intensive Case Management Initiative****Echuca****18**

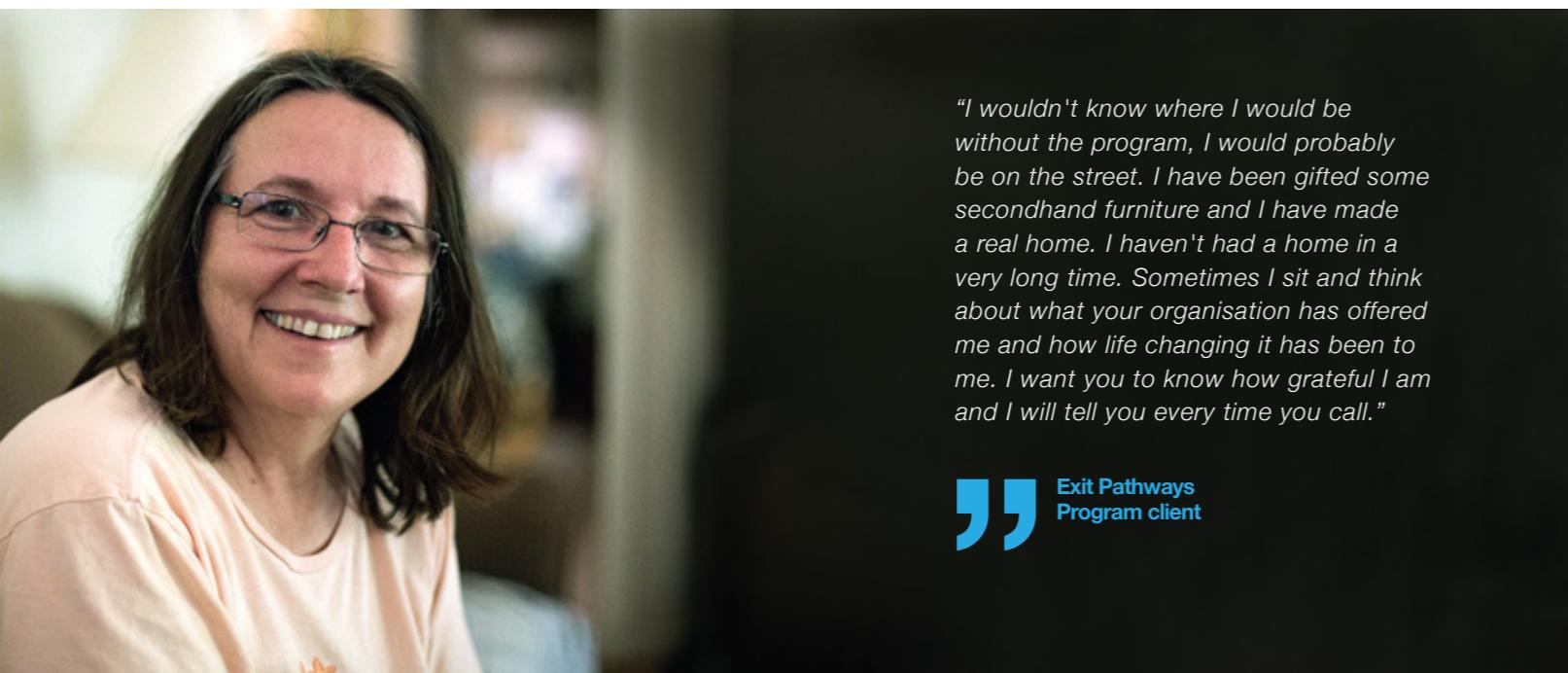
CLIENTS

Supporting Families at Risk**Mildura and Bendigo****29**

CLIENTS

”

IAP Preston client



"I wouldn't know where I would be without the program, I would probably be on the street. I have been gifted some secondhand furniture and I have made a real home. I haven't had a home in a very long time. Sometimes I sit and think about what your organisation has offered me and how life changing it has been to me. I want you to know how grateful I am and I will tell you every time you call."

”Exit Pathways
Program client

Financial assistance when you need it most

Brokerage is financial assistance used to support people experiencing homelessness or housing crisis. Depending on the brokerage program it may be used to help someone establish a tenancy or to address an immediate need so they can feel safe, see to their needs with dignity and plan their next steps. This financial support may be delivered as a stand-alone support program or in addition to one of the programs listed. It allows us to provide tailored support to meet client needs.

Brokerage Program**Private Rental Assistance Program (PRAP)****Bendigo, Mallee, Preston**

Primary needs met

Clients Supported

**933**CLIENTS
SUPPORTEDAccommodation
Material aid
Bonds
Food
Household goods**Housing Establishment Fund****Bendigo, Mallee, Preston**Material aid
Bonds
Facility repair
Food
Accommodation**1537**CLIENTS
SUPPORTED**Homelessness Flexible Funding****(Prison IAP, RSAP – Bendigo and Swan Hill)**Material aid
Allied health
Bonds
Food
Accommodation**277**CLIENTS
SUPPORTED**Emergency Relief****(Bendigo, Mallee, Geelong)**Material aid
Allied health
Bonds
Food**1951**CLIENTS
SUPPORTED

A year of progress and empowerment at Sidney Myer Haven



This last year has again shown us the value of delivering an independent, tailored, outcome-focused housing and supports program.

Over the last year:



A day in the life of a SMH Support Worker

The 19 residents and their families at Sidney Myer Haven are supported by three Case Coordinators who do a brilliant job to ensure everyone receives tailored support to help them achieve their goals and improve their wellbeing.

While there is no 'average' day, we spent some time at Sidney Myer Haven to see what happens:

8.30am

We open the Community Centre and fire up the coffee machine. Residents are encouraged to come in, grab a coffee and have a chat. Sharon then sets off with the walking group who walk and talk every weekday.

9:30am

Today Jess led the candle making activity for the pop-up shop. Each year at Christmas we host a pop-up shop where residents sell the goods they have been making all year – we have candles, diffusers, chopping boards and more. The shops profits are put back into the program and a small donation is made to a charity of the residents choice. This helps residents build their business knowledge.

11:00am

One of our past residents came by for a coffee and a chat, they're having a rough time at the moment, so we just sat and listened to them. It's common for past residents to come by and share what is happening in their lives – we're always here for them.

12:00pm

One of our residents has a job interview today so we ran through a mock interview before driving them to the interview – they got the job!

1:30pm

Jem came by to host the gardening group. We have a beautiful pride garden with lots of colourful garden beds where residents are learning to grow vegetables and herbs. Today, they harvested some parsley, lemons and broccoli.

3:00pm

One resident was having car troubles so Denis ran a car maintenance session. He taught interested residents how to check their oil and tyre pressure as well as where the spare tyre is stored.

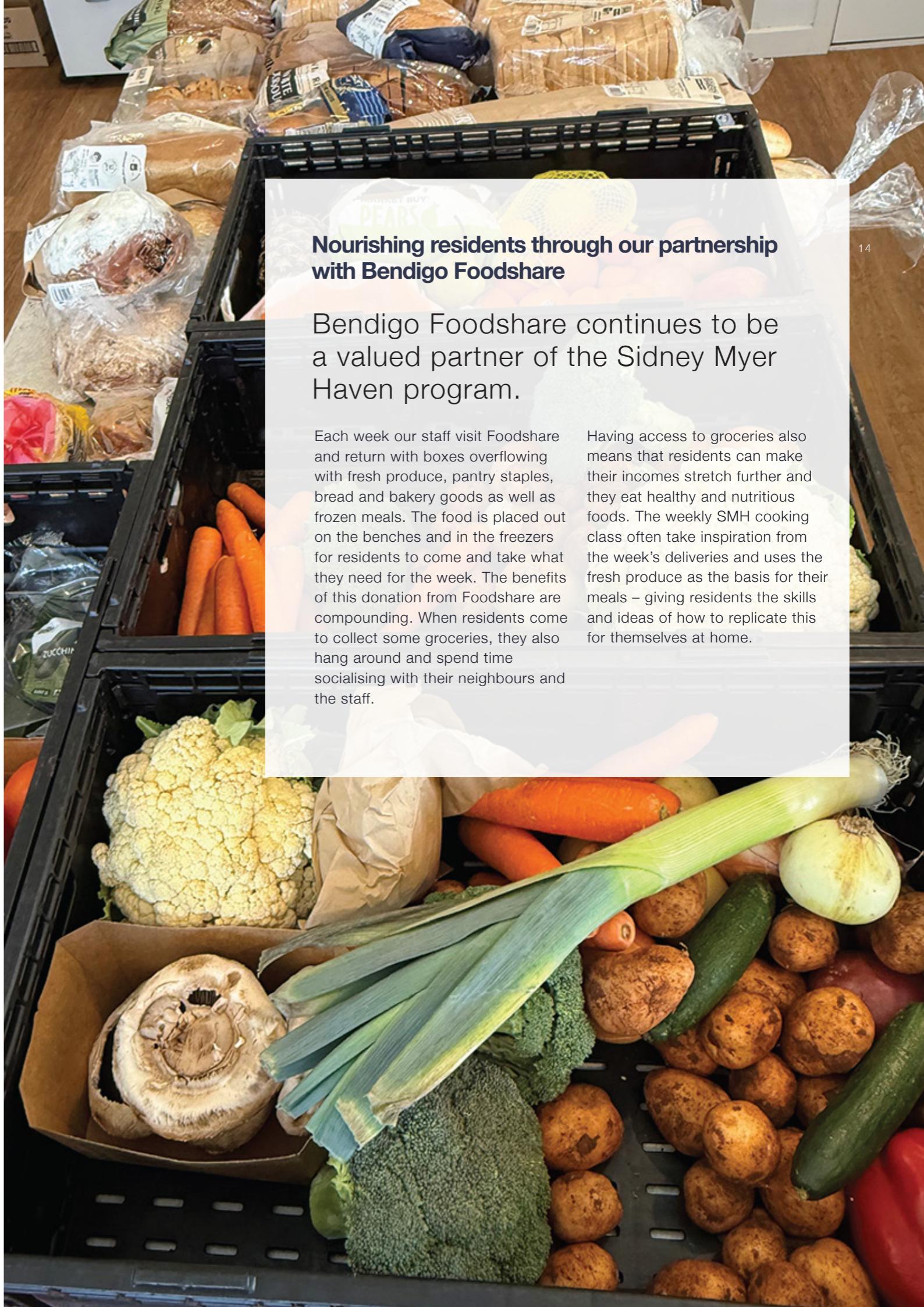
4:00pm

Late afternoon we finally had a chance to do some paperwork and catch up with a resident who is needing a little extra parenting support with their toddler.

5:00 pm

Another day done!

More than just case coordination, our staff combine the skills of a social worker along with the care of a parent and knowledge of a teacher. The SMH team are all-round life coaches.



Nourishing residents through our partnership with Bendigo Foodshare

Bendigo Foodshare continues to be a valued partner of the Sidney Myer Haven program.

Each week our staff visit Foodshare and return with boxes overflowing with fresh produce, pantry staples, bread and bakery goods as well as frozen meals. The food is placed out on the benches and in the freezers for residents to come and take what they need for the week. The benefits of this donation from Foodshare are compounding. When residents come to collect some groceries, they also hang around and spend time socialising with their neighbours and the staff.

Having access to groceries also means that residents can make their incomes stretch further and they eat healthy and nutritious foods. The weekly SMH cooking class often take inspiration from the week's deliveries and uses the fresh produce as the basis for their meals – giving residents the skills and ideas of how to replicate this for themselves at home.

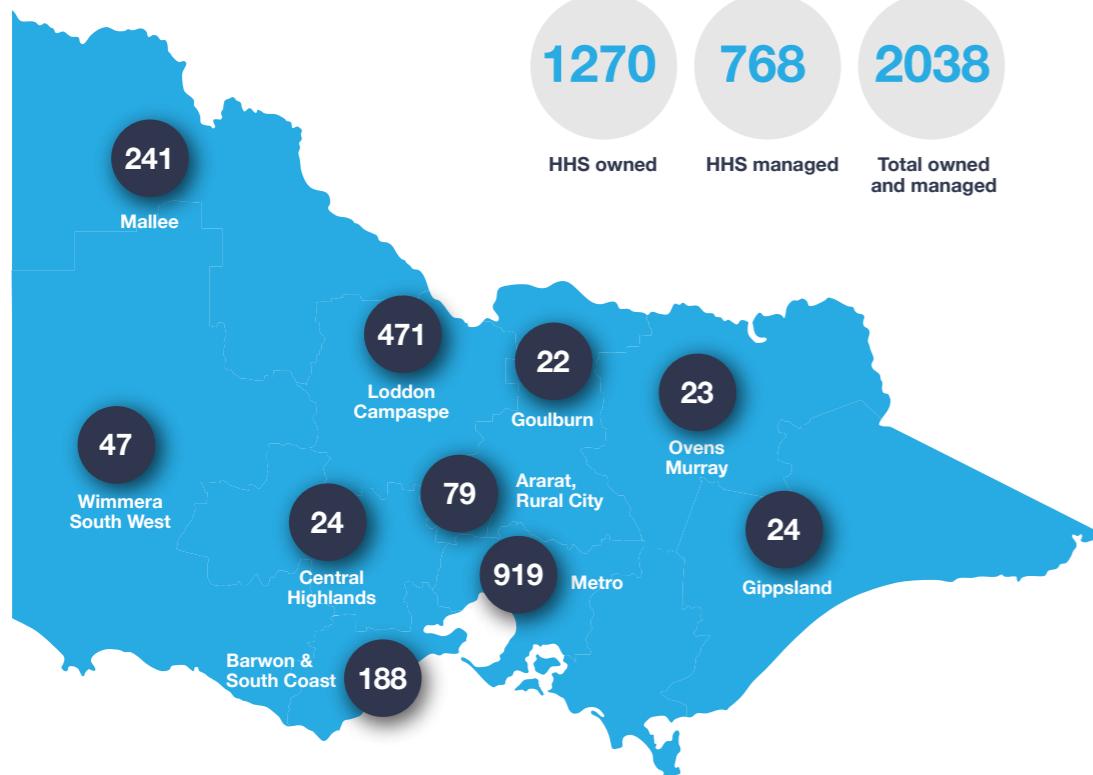
One home at a time

Every tenancy is more than just a set of keys - it is someone's fresh start.

A foundation from which they can experience safety, stability, community and hope. This tenancy data reflects the number of people and families who are now in control of their own futures with the knowledge that they have autonomy, privacy, dignity and security.

Changing lives one home at a time is not just our theme of this report but also the reality we create through every tenancy.

Number of tenancy spaces managed by HHS at 30 June 2025



“Being homeless had stopped me from seeing my children on a regular basis because I had nowhere safe to have them. Having a place to call my own has given me the chance to see my boys heaps more and we can even put a Christmas tree up for the first time in a long time together. It’s just the best feeling in the world.”

Mildura renter

Real people, real change



“I’m a 66-year-old disabled Aboriginal man who for the past 4 years was living in a tent at various free and cheap camps in NSW and Victoria. The changes from living in a tent, at the mercy of the elements to being secure in a beautiful new home, are too many and too vast to mention. It’s a process that I’m still going through and there’s still many things I need to get used to again.”

Renter in Ballarat



“Tammy and her daughter have finally been able to access affordable, safe and secure community housing and move back to their hometown of Robinvale. In November 2024 HHS completed a build of 13 new homes in the town. “I love my beautiful new home. I feel very safe and comfortable here and I can afford my rent without having to go without in other areas of life. My daughter has settled in and is also so happy here. I couldn’t ask for anything more, I am so grateful every day.”*

Renter in Robinvale



“I am just so excited to be living here. I never thought I’d be living in a brand new home. To know that I’m the first person to live in this home is just so special. No one-else has cooked in the kitchen before or slept in the bedroom. I am the first one. It even has a new home smell and I’m just so grateful to be living here.”

Renter in Werribee

* not her real name

Client Voice Framework

Last year we launched our Client Voice Framework, our commitment to putting clients at the heart of everything we do.

Developed in consultation with clients and staff, the framework sets out how we will embed their voices to inform our decision making and how we work, the principles and approach that will guide our delivery and how we’ll be accountable and measure progress and performance. The framework has been warmly embraced by our frontline and Tenancy and Property Management staff as it is implemented.

CLIENT STORY

New home delivers new independence

It all began 9 years ago, we lost our family home through no fault of our own and had to declare bankruptcy.

We were left no choice but to rent and it was tough with 3 teenagers living at home and being on a pension.

We retreated from life too ashamed and felt we had very few friends who stood by us through our most difficult times in life!

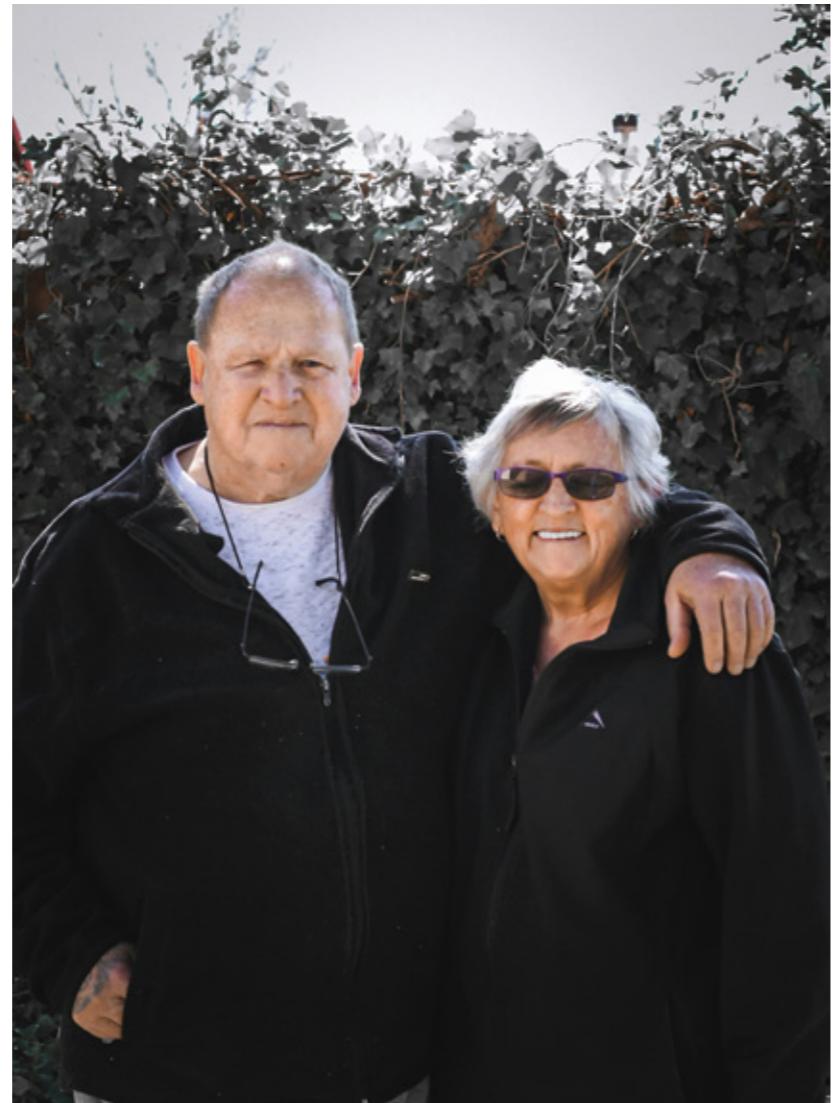
During this time Tim* also lost his father and brother and that also affected our mental health as we supported each other and the kids through yet another difficult time in life.

We lost interest in our hobbies and sunk deeper into depression, not knowing what the future holds or having the security of knowing where we would be living was always at the forefront of our minds. We both had to get help from a psychologist and medication.

With our care teams we improved over time but still felt empty!

Our lives had changed forever and we just did not know how we would get though each day!

* not his real name



We decided to register for Government Housing not knowing that we would be waiting 9 years and would have to move rental properties many times. With the cost of rent going up each year and having no choice but to pay it, our Centrelink payments did not increase enough to cover the price rises so this was always a stress looming as to how much it would go up and how on earth we would afford it!!

The cost of our rent now means we can actually live and not have the extra stress of not being able to afford bills and feed the family. Affordable housing is amazing!!

My husband Tim* is legally blind and has a working guide dog and cannot drive. He is also a type 1 diabetic. Our eldest daughter has since left home and we have two sons still living at home. Our middle child is also a type 1 diabetic and has depression and anxiety.

The cost of living was ridiculous, we often chose to pay the bills but could not afford to put food on the table so often sought help from places to provide the basics. This always felt so degrading, going without takeaway meals, dining out or the luxury of holidays. All of the little things so many people take for granted.

Tim* and I had a mental breakdown after losing our family home, not knowing how we would afford to pay the rent and survive, not having the security of a stable home, and we could have to move at any time.

When we got the phone call saying a house had become available and would we be interested we were both shocked, excited, scared and overwhelmed by the offer. We decided to look at the property which was a brand-new unit, this style of housing was new and something that we were extremely unsure of and how this would suit us.

When Vesna opened the front door we both knew that this was for us, it was brand new, bright and spacious, not a single step which is perfect for Tim's* vision, a bus stop right out the front which makes it ideal for Tim* to get around by bus, an amazing shopping centre directly across the road with an amazing supermarket.

When our friends and family first came to the house, they could not believe how bright and spacious it is, so deceiving from the outside.

The house is amazing we absolutely love it and have loved settling in and getting back to living and enjoying our lives, not just surviving!!

We appreciate this opportunity beyond measure. Tim* along with his Guide Dog Bella enjoy daily walks to the shops and to the parklands and track behind, also getting to appointments by bus is so easy, Tim* is also able to go the chemist in the shopping centre across the road.

Before any trip out to the supermarket, chemist etc I would always have to drive him so would have to make time in between the kids to do these errands.

Now my time is so much more freed up as Tim* is able to independently, confidently and safely navigate his way over to the shopping centre for whatever he needs.

Our teenagers especially like the supermarket as when there is no food that suits, they just go across the road!! The kitchen appliances are fabulous, and I have once again found my love of cooking and baking!!

Tim* still has his hobbies: Gardening and woodwork, he has the shed set up as his wood work area and loves pottering out there!

Even though the outside area is small we have put potted plants along the deck edges and along the fence lines and hanging pots on the fence. It's amazing how much garden can still be enjoyed in small spaces. Even neighbours share fruit from the trees we have down the shared side of the house.

We both also love fishing and camping and with such a convenient shopping centre across the road the boys are old enough to be left home alone knowing how close everything is for them and we can get back to enjoying the things we once loved so much.

We look forward to the warmer weather and many family BBQ's on our beautiful deck!

We have met our neighbours, and we are so blessed everyone is so lovely and we can even call some our friends who we will have for life.

Thankyou to all involved in allowing us to live in such a beautiful home.

It takes a village

We cannot do the work that we do alone.

There is strength in community, and working with others allows us to grow, improve and make a collective impact for our clients and the communities where they live. To the people who donate hand-knitted beanies, to our monthly financial donors, our community partners who help provide wrap-around supports, our government funding partners and development building partners, along with everyone who has helped us to support our clients – we say thank you!



Launching our IMBY

This year we had an enquiry from a soon-to-be philanthropic partner. Sean reached out to us with several questions about homelessness, the housing crisis and sense-checking several solutions. It was clear from the outset that Sean and his wife Vicki were very passionate about understanding what part they could play in easing the housing crisis.

They have partnered with us through an incredibly generous donation to deliver our very first IMBY (in my back yard) project. The IMBY will be part of a Bendigo development which will also include a 3-bedroom home. Thank you so much Sean and Vicki for your commitment to finding solutions for people experiencing homelessness and your life changing donation.



Local support brings the SMH playground back to life

Laughter and joy are louder than ever at Haven Home Safe's Sidney Myer Haven playground thanks to generous donations from the Kangaroo Flat Rotary Club, Lisa Chesters MP and a grant from the City of Greater Bendigo. The playground had been closed for some time due to ageing equipment and landscaping, however with an injection of funding support, we were able to rejuvenate the space and bring additional joy to the residents' children.



The Haven Home Safe team worked closely with the SMH residents to ensure the area would be an appropriate space for children of diverse ages to play, connect and to support the Shared Futures parents group, which is also attended by former residents.

We're so pleased the benefits of this playground will continue to support the children now and into the future.



"The playground within our Sidney Myer Haven community has become far more than a place for children to play – it's become the heart of our little neighbourhood. As a group of 19 households within community housing, many of us came here from very different walks of life. This shared space has given our children a safe, welcoming environment to grow, explore, and simply be kids – but it's also had a profound effect on the adults."

SMH resident

Collaborating to provide more safe housing options

The partnership between Haven Home Safe, Annie North and the Centre for Non-Violence (CNV) continues to grow as we work collaboratively to deliver housing and supports for women and women with children who are victim survivors of family violence. This year we completed a development which delivered 8 new homes for women and women with children who are supported by Annie North or CNV.

This development is in addition to the 5 homes we completed in 2023. We're proud to keep this momentum up and be working alongside these incredible organisations to deliver a further 3 townhouses in 2026 through the Australian Government's Safe Places initiative.



Building better futures

At Haven Home Safe, we are building homes that change lives.

Over the past year, we reached an impressive milestone by completing 100 new homes in just 12 months. Each home provides stability, safety, and the chance for people to move forwards in their lives with confidence.

In many of these homes we embraced the opportunity to demonstrate housing that supports aging in place. Showcasing the level and sophistication of our building capacity in regional Victoria.

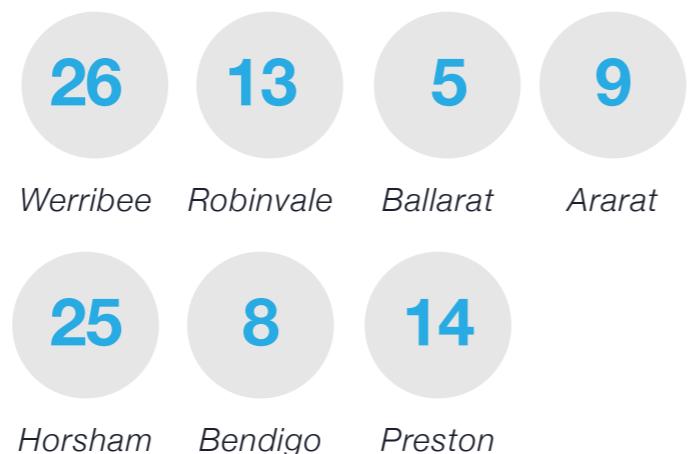
These homes are more than bricks and mortar. They provide a safe place where families can stabilise and plan for the future, children can have the space to learn and grow, and individuals can have the opportunity to undertake education, employment or volunteering and reconnect with their community. Delivering 100 homes in a year is a significant achievement, but the true impact is seen in the changed lives of the people who now call them home.



"It means a lot to us having a roof (over our heads) this year. I know this is our home now and we don't have to worry about where we will live or how I will cope for me and my young boys."

“ Robinvale renter

Number of homes delivered



Maintenance year in review

Urgent repairs **1359** | Non-urgent repairs **2128**



Our people, policies and processes

Launching our Innovate Reconciliation Action Plan (RAP)

This year Haven Home Safe launched our Innovate Reconciliation Action Plan (following on from the Reflect RAP). The Innovate Reconciliation Action Plan (2025–2027) is a bold step forward on our reconciliation journey. It outlines our commitments to deepening relationships, showing respect, and creating sustainable opportunities with First Nations communities. Through our work in housing and homelessness services, we acknowledge the unique history, culture, and connection to land of First Nations peoples and our responsibility in contributing to healing and systemic change.

The RAP was developed in partnership with First Nations stakeholders, staff, and Reconciliation Australia.

We launched our Innovate RAP with staff and Board Directors joining online to hear from Darlene Thomas, a proud Barkindji woman, Mick Harding, an artist (who created our RAP artwork) who belongs to the Yowong-Illam-Baluk and Nattarak Baluk clans of the Taungurung people, and Darren Smith the CEO of Aboriginal Housing Victoria who is a proud Palawa Trowerna man from the Pyemairrenner mob in Tasmania, which includes Trawlwoolway and Plairmairrenner and related clans.

The event opened with a beautiful Welcome to Country conducted by Jason Kerr a proud Dja Dja Wurrung man. The event was warmly embraced by staff and set the tone for furthering Haven Home Safe's reconciliation journey.

Welcome to Country – A Conversation with Darlene Thomas and Jacki Turfrey

As part of our National Reconciliation Week events, Haven Home Safe hosted an important online event for staff 'Welcome to Country – A Conversation with Darlene Thomas and Jacki Turfrey.' This powerful and respectful conversation talked about Welcome to Country – what it means, why it matters, and how we can all deepen our understanding and connection.

This online learning series was the first of many as Haven Home Safe delivers opportunities for staff to meaningfully engage in further learning and understanding of First Nations' history, culture and perspectives.

The people and practices that keep us strong

Haven Home Safe has continued to invest in processes and practices that ensure compliance and deliver a resilient and responsive workplace.

Work is ongoing to contemporise our policy suite, with a focus on good governance.

The work of our risk, compliance, governance, business intelligence and business services teams forms the foundations from which Haven Home Safe operations can thrive.



This year we introduced SHEQSY. This is an additional safety measure for workers when they leave the office environment with live location tracking and the ability to respond to emergency alerts. SHEQSY delivers a timely response to duress situations, enhancing the safety of our employees.

Empowering our people, shaping our culture

It has been a big year for the newly designed People eXperience team which was created to enhance the employee journey at Haven Home Safe. Part of this work included a series of in-person workshops, The HHS Way, to uncover what culture meant to staff and what role they wanted to play in supporting organisational culture.

Over 95% of the workforce participated with workshop data informing policy changes and delivering a boost in workplace collaboration, increased empowerment and engagement. By investing in our people, we're ensuring they have the support, confidence, and connection needed to deliver life-changing outcomes for the communities we serve.



"I enjoyed all aspects of the workshop. Especially the team discussions and the friendly banter by everyone that participated in the afternoon. I really enjoyed getting out my comfort zone and talking more in front of the group and felt empowered and more confident at the completion of the workshop."

Workshop participant

Advocacy and systems change



Advocacy, education and awareness remain fundamental to improving outcomes and motivating communities to demand more social and affordable housing and support services.

We proudly share our experience with the sector and wider communities: what we've learnt, what is working well, where we believe others can replicate our success and most importantly where we see opportunities for greater equality, equity and improvement.

This has included:

- Speaking at #CHIAVic2025 Conference about community engagement and how the client-led Community Pantry is helping eliminate food insecurity for Epping residents.

- Being part of Open House Melbourne's Making Home series alongside a tour of ARKit - Advanced Prefabricated Architecture's Factory. We hosted a joint presentation highlighting our Horsham development and how modular housing supported Haven Home Safe to overcome regional challenges to deliver 25 homes.
- Presenting as part of the WoodSolutions webinar of 2025, discussing how prefabricated design, responsible wood procurement, and energy-efficient solutions can help achieve ESG goals using the example of our Horsham development.
- Joining over 20 CEOs from the Community Housing sector in Canberra to advocate for more funding and to put housing affordability at the top of the 2025 election commitments.
- Joining colleagues at the AHURI Homelessness Conference sharing our investment into SROI reporting, placemaking and ESG+ Impact reporting.
- Being invited to the National PowerHousing Australia member exchange conference where we joined the ESG discussion.
- Speaking on a panel at The Third Sector Housing and Homelessness Conference and reflecting on the challenges of funding that doesn't keep pace with the changing needs of the community we support.



Separately, our CEO Trudi and our Head of Impact Bonnie shared a case study of how modular construction can deliver environmental and social impact.

Enabling our teams to do what matters most through digital uplift

Over the past year, Haven Home Safe has made strong progress in advancing our digital capability.

Through the adoption of intelligent automation, data-driven insights, and emerging AI technologies, we've enhanced operational efficiency, streamlined processes, and empowered our people to focus more on supporting clients and achieving positive outcomes. Our Digital Uplift Program has modernised the organisation's technology platforms, improving the experience for both staff and clients. These platforms are designed to scale as our services grow, enabling us to expand our reach and impact without significant additional cost.

We continue to strengthen our cyber security posture, ensuring our data, systems, and client information remain protected and resilient against evolving threats.

At Haven Home Safe, our digital services are not simply a support function, they are a true enabler of our mission. By investing in automation, AI, and secure, adaptable technology, we're building a foundation for innovation, efficiency, and long-term community impact.



All staff completed over **1700 modules** of cyber security training.



Our environmental, social, governance and client impact

Our commitment to ESG+ reporting demonstrates our non-financial performance, reflective of our purpose, values and vision and our ambition for a better future.

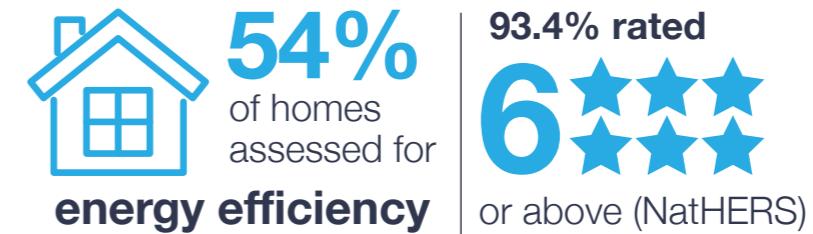
This year we released our second environmental, social, governance and client impact (ESG+) report with progress made across many of the reporting criteria. We focused on improving our baseline environmental data through a dedicated internal working group and now have a starting point to improve on our Scope 1 and 2 emissions.

Our client impact was strengthened through the Client Voice Framework which will incorporate client insights to inform decision-making and service delivery. Our modular construction in Horsham demonstrated how community housing can be environmentally friendly, quick to deliver and meet people's needs.



Snapshot of our impact in 2024

Environmental impact

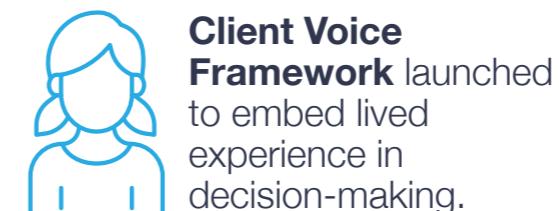


475 TCO₂
AVOIDED VIA MODULAR TIMBER-FRAME BUILDS IN HORSHAM.

Circular economy initiatives: recycled bed bases (Social Living and Robovoid), clothing partnerships (Thread Together).

97% construction waste
recycled through modular construction in Horsham.

Client voice and wellbeing



Placemaking initiatives
including food share, pop-up shops with goods made by residents and career and training events.

Resident survey insights



75% proud of identity and physical health

34% reported
mental health could be improved.

Community pantry, mental health community event, communal gardening, and safety initiatives implemented in response to resident feedback.

Social equity and inclusion

Innovate Reconciliation Action Plan endorsed

228

clients supported post-incarceration

69

support periods via Community Connections

62

families supported through Exit Pathways

Workforce and governance



1.4%
GENDER PAY GAP

Staff wellbeing
supported via new HR system, free meditation and mindfulness app, Employee Assistance Program, and Culture Club.

Adopted new strategic risk management framework.



Meet our executive leaders



Trudi Ray
CHIEF EXECUTIVE
OFFICER
GAICD, JP, MBA, SPAHIC

Trudi is a vocal advocate for vulnerable people and the positive impact housing with wrap-around support has on health, wellbeing and economic participation. She also champions the need to establish a pipeline of housing across the entire housing continuum.

Trudi is Chair of CHIA Victoria, the Victorian Director for the Australian Housing Institute and is a Committee Member for the UDIA Geelong Chapter.



Blake Hogan
CHIEF COMMERCIAL
OFFICER
CertBgfIn, BCom, MBA

At HHS, Blake drives economic and strategic planning to deliver a pipeline of growth projects and has been instrumental in the development of significant projects including New Epping. With a background in finance, investment banking, sales and trading and corporate advisory, Blake's success in delivery is underpinned by a strong understanding of regional communities.



Jacqualyn Turfrey
CHIEF BUSINESS
SERVICES OFFICER
LLB(Hons), CSA, GAICD, BL

Jacki ensures our service areas are set-up to achieve greatest impact and leads the organisation's risk appetite framework. As a practicing barrister, she brings a wide range of experience and perspective. Jacki is a proud Palawa woman and was the Director for Treaty with Aboriginal Victoria. Jacki is currently on the Board of Directors for the Murray Primary Health Network.



Vanessa Brotto
CHIEF OPERATING
OFFICER
BNgAppSc, PostGradDipAdvNg,
MClinNg, GradCertHED

Vanessa is responsible for executing HHS's operations across Victoria, ensuring we deliver client-focused, responsible and empathetic outcomes in a positive and successful team environment. Vanessa brings an extensive background in government, community services, health-care and education with experience designing and delivering complex and large-scale systems reform projects, such as the Victorian Government's 'H2H' program.

* Thank you to Vanessa who finished with HHS July 2025.



Meet our board of directors


Robert Camm

CHAIR
APPOINTED
September 7th, 2023
BCom Grad Dip Bus Sys
FCPA MAICD

Robert is a skilled executive and board director with experience across all business sectors, helping drive transformation, financial sustainability, best practice and governance. He is currently a director and principal consultant at Boroko Consulting and is a board director at Nillumbik Community Health Service Ltd and Maryborough District Health Service.


Nicola Foxworthy

DIRECTOR
APPOINTED
November 7th, 2024
ANZSOG, MSOC

Nicola has a deep understanding of the policy, regulatory, funding and commercial environment for affordable housing in Australia and extensive experience in affordable housing program design and implementation, strategic planning and stakeholder engagement. Nicola is the founding director of Imagine Housing, a co-founder of Middle Ground Housing, and a Sessional Member of Planning Panels. Victoria.


Patrick Archer

DIRECTOR
APPOINTED
November 3rd, 2022
BE MBA

Patrick is COO of an ASX listed property development company and has more than 30 years' experience in property, construction and development, delivering large scale projects across the residential, retail and commercial sectors. He has an interest in affordable housing and has delivered many projects at the affordable end of the housing spectrum.


Tracy Beaton

DIRECTOR
APPOINTED
September 5th, 2024
RN, BN, PGCert Mental Health, PGDip Professional Practice, MA (Applied) MBA, FACN

Tracy's executive experience is across health and human services including the design, delivery and evaluation of programs and services in health care, child protection and youth justice. She has delivered purpose-led practice development to improve services provision in a multitude of settings. Tracy is currently a Director in EY's People Consulting Practice and has proved expertise as a strategic advisor to government.


Anne Duggan

DIRECTOR
APPOINTED
March 2nd, 2021
MScience BBus BLaws
MLaws MBA CA GAICD

Anne has senior commercial, financial, governance, risk and legal executive experience with several ASX100 companies including Macquarie Capital, Kennelly Constructions and Lend Lease. Anne is also a published author on leadership and a Principal at Infrastructure Partners.


Haleh Homaei

DIRECTOR
APPOINTED
September 5th, 2024
GAICD

Haleh Homaei is a highly experienced management executive and non-executive director with over three decades experience in government, executive management, housing and property development and governance. Her skills include leadership and executive management, operational development and transition planning, government relations private and public sector partnerships, structured deal-making, complex stakeholder engagement, policy development and board governance.


Michael Page

DIRECTOR
APPOINTED
March 2nd, 2021
B Eng (Civil), GAICD

Michael has senior management experience at both the corporate and board level in property, finance and construction, including 15 years of experience in social, affordable and disability-related housing.


Niraj Pau

DIRECTOR
APPOINTED
September 7th, 2023
BCom CPA GAICD

Niraj has a deep expertise in regulatory frameworks and governance, having played a pivotal role in establishing community housing regulation in Victoria and shaping the National Regulatory System for Community Housing. Currently, Niraj serves as the Chief Financial Officer and National Manager, Finance, Property & Procurement at AUSTRAC. He is also an Audit and Risk Committee member at Central Gippsland Health and the Victorian Inspectorate.

Thank you to our retired directors


Jan Snell

APPOINTED 2019
RETIRIED NOVEMBER 2024


Gerard Jose

APPOINTED 2018
RETIRIED OCTOBER 2024


David Brant

APPOINTED 2014
RETIRIED NOVEMBER 2024


Damien Tangey

APPOINTED 2018
RETIRIED DECEMBER 2024

Sustaining impact through financial discipline

The 2024/25 financial year saw Haven Home Safe continue its Strategy 2040. Two years into the Live Well horizon (2024-2029), we are progressing with our deliverables across our three areas of impactful housing and support, impactful partnerships and capacity for impact. We continue to focus on responding to an increasingly complex and constrained environment, looking at how we can drive client-focused outcomes and deliver housing through strategic partnerships. As our last tranche of Big Housing Build homes was delivered, we are now renewing our focus on operational efficiencies, maximising strategic assets and ensuring future diversification opportunities have capacity to increase impact and ensure financial sustainability.

This strategy will strengthen HHS' financial position into the future. HHS delivered a strong financial result for the year with a total comprehensive income of (\$5,009,763). Our total portfolio sits at \$509m with total assets of \$544m and net assets of \$404m.

Our asset rejuvenation project resulted in the disposal of 14 properties with proceeds segregated into a reserve for application against future housing projects.

Looking forward, HHS understands the housing crisis continues to affect growing numbers of Victorians. We remain committed to our regional communities who are seeking housing security, suitability and accessibility.



Scan the QR code for the comprehensive financial report for the year 2024/25.

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2025

	2025 \$	2024 \$
Revenue from contracts with customers	20,119,397	22,422,847
Other income	29,969,490	37,765,299
Interest Income	504,237	632,248
Total Revenue	50,593,124	60,820,394
Employee salaries, benefits and on-costs	(17,476,909)	(20,452,055)
Depreciation and amortisation expense	(1,669,178)	(1,595,450)
Travel and training	(330,200)	(426,234)
Office costs	(441,461)	(335,646)
Vehicle costs	(222,653)	(293,891)
Communication costs	(327,592)	(223,886)
Administration	(1,916,798)	(3,082,270)
Insurance	(672,022)	(681,924)
Client costs	(4,058,836)	(4,212,559)
Property costs	(10,811,004)	(9,968,917)
Rent to owners	(1,495,781)	(1,818,886)
Interest	(3,370,713)	(3,404,144)
Loss on sale of property, plant and equipment	(109,063)	(890,497)
Fair value loss on investment properties	(12,700,677)	(9,590,947)
Total Expenditure	(55,602,887)	(56,977,306)
Other comprehensive income		
Total other comprehensive income	-	-
Total comprehensive income for the year	(5,009,763)	3,843,088

Statement of Financial Position

As at 30 June 2025

	2025 \$	2024 \$
Current assets		
Cash and cash equivalents	16,884,499	16,226,866
Trade and other receivables	3,499,692	8,801,387
Other assets	967,251	1,810,338
Total current assets	21,351,442	26,838,591
Non-current assets		
Trade and other receivables	181,459	193,258
Property, plant and equipment	9,449,063	10,224,905
Investment property	509,286,575	511,451,994
Right-of-use assets	4,012,910	4,312,794
Intangible assets	29,521	77,310
Total non-current assets	522,959,528	526,260,261
Total assets	544,310,970	553,098,852
Current liabilities		
Trade and other payables	4,445,582	4,131,085
Contract liabilities	3,054,106	6,064,056
Borrowings	817,024	747,369
Lease liabilities	397,606	378,707
Employee benefits	2,271,545	2,325,355
Other liabilities	-	-
Total current liabilities	10,985,863	13,646,572
Non-current liabilities		
Lease liabilities	4,006,649	4,274,238
Employee benefits	212,352	245,149
Borrowings	125,240,213	126,057,237
Total non-current liabilities	129,459,214	130,576,624
Total liabilities	140,445,077	144,223,196
Net assets	403,865,893	408,875,656
Equity		
Reserves	6,640,000	12,262,000
Accumulated Surplus	397,225,893	396,613,656
Total equity	403,865,893	408,875,656





