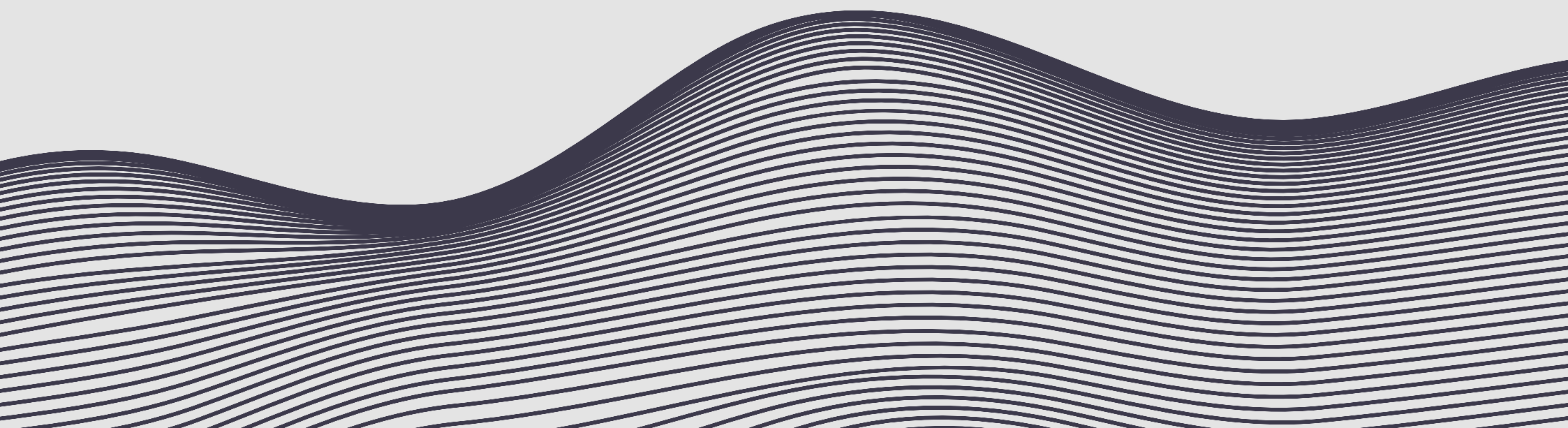


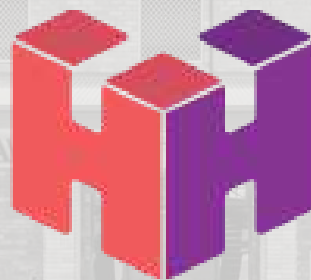


**HAVELOCK HOUSING LTD**  
**ANNUAL REPORT**  
**2024 - 2025**



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**“I love the community here. Of course, I’d love to have my own home one day, but I’m genuinely happy in my unit and enjoy the company of the people I share it with. Honestly, I’m just not ready to move out on my own yet. Havelock’s location is perfect.” - Resident.**



# OUR WORK

## Mission

To increase awareness and support for housing issues. Deliver inclusive, relevant, and effective housing services, and work in partnership with government and the community to reduce the risk of homelessness.



## Vision

To provide safe, secure homes to our community to reduce the risk of homelessness and housing insecurity.



## Our Strategic Objectives

- Organisational sustainability
- Expansion and asset growth
- Residents and community
- Systemic change



# OUR OBJECTIVES

## Strategic Pillars



**Organisational  
sustainability**



**Expansion and  
asset growth**



**Residents and  
community**



**Systemic  
change**

## Strategic Objectives

- **Renew Service Funding Arrangement**
- **Diversify revenue streams**
- **Prepare Housing Australia Future Fund [HAFF] opportunities**
- **Enhance staff satisfaction and retention**

- **Grow owned assets**
- **Diversify tenant mix**
- **Explore revenue models**
- **Partner with Developers**

- **Enhance resident participation**
- **Develop formal service model**
- **Ensure WHS excellence**

- **Develop Government Relations Plan**
- **Enhance brand awareness**
- **Leverage partnerships**



# INTRODUCTION

Havelock Housing Limited has a rich history spanning over 65 years, beginning its journey in 1951 with a vision to provide safe, affordable housing for those in need. Originally formed to address the growing demand for affordable accommodation in Canberra, Havelock Housing has evolved into a leading community housing provider in the Australian Capital Territory.

In 1988, the organisation played a pivotal role in saving and transforming the Havelock House building into a vibrant hub of community living, which today serves as a cornerstone of our mission to support vulnerable individuals. Throughout the decades, Havelock Housing has continuously expanded its services, adapting to the changing housing landscape while staying true to its founding principles of inclusion, support, and empowerment.

Our long-standing commitment to providing secure housing has allowed us to make a profound impact on the lives of thousands, ensuring a brighter future for those facing housing challenges.

# FROM THE CHAIR

Reflecting on the past year, Havelock continues to excel as the largest social and disability community housing provider in the ACT, assisting over 400 vulnerable Canberrans with safe, sustainable and affordable housing.

The demand for Havelock's services has never been greater. We have witnessed the impact of cost-of-living pressures on people struggling to secure a place to call home. I am proud to highlight the work of our Havelock staff and Board to support the needs of Canberrans in housing stress.

This year, Havelock embarked on an organisational restructure to create a more agile, efficient organisation positioned to respond to external challenges, maintain good financial health, sustain our core services, and strengthen and expand our operational capacity, in alignment with our strategic goals. We implemented a more streamlined organisational model with a greater focus on our frontline workforce and consolidated the executive level. The Havelock team have transitioned well to this leaner structure, with staff having greater autonomy in carrying out their roles. Staff feel more engaged with tenants and have a stronger sense of ownership in their positions. With more responsibilities delegated to operational staff, the CEO is able to dedicate more time to strategic initiatives, long-term planning, and further developing external relationships, all critical areas for the organisation's ongoing success.

The restructure has strengthened Havelock's financial position, reducing operational costs while implementing more robust investment strategies to secure our reserves and future projects. This approach ensures we are well-positioned to engage in potential development opportunities while weathering future uncertainties and continuing to provide our tenants with high-quality services.

This year, Havelock has enhanced the quality of our services, both internally and with our tenants. We implemented new online systems to streamline property management, enhanced skill-based training and development for staff, and improved our case management to increase tenant engagement and provide access to more non-tenancy services for our residents. These initiatives have strengthened Havelock's operations and staff capacity as well as empowered tenants' agency and well-being.

Looking ahead, we are committed to continue our work addressing the housing challenges facing our Canberra community. We will focus on progressing development plans on the Whitlam project, seeking opportunities for

collaboration with new partners to develop further housing projects, advocating for policies that support social and affordable housing, and ensure that our work remains responsive to the evolving housing needs of our tenants.

I want to acknowledge the unwavering commitment of Havelock's Board of Directors. Their expertise, guidance and dedication have been essential to the success of the organisation and our ability to achieve our strategic goals. I want to thank my fellow Board members for their dedication to Havelock and the many hours of donated time: Tharaine Vithanage (Deputy Chair), Craig Shannon, Nicole Sheikh, John Morrissey, Jo Abbot and Mark Bauer. Their collective knowledge, experience, and diligence are invaluable assets to Havelock Housing.

We farewelled Board member David Smith. Thank you for your valuable disability sector knowledge, your dedication to Havelock's mission, and your ongoing public advocacy for Havelock in the broader community. We also farewelled CEO Tim Sunwoo, who left to take on new challenges in the Darwin community housing sector. Thank you for managing the many facets of Havelock's daily operations and we wish you well in your new endeavours.

As I have mentioned before, the backbone of Havelock is our staff. A special welcome to our new CEO, Kylie Maiden, who hit the ground running as interim CEO before her permanent appointment. Kylie has demonstrated exceptional leadership, vision, and dedication to Havelock's mission. She has overseen the transition to the new structure with great attention to staff well-being and organisational stability. The Tenancy and Property team continues to deliver excellent services, finding proactive and innovative approaches to tenant engagement that is reflected in a more satisfied and cohesive tenant community. These positive outcomes are supported by the diligent Financial Services team, whose meticulous attention to our finances safeguards our sustainability and keeps Havelock's operations running smoothly and efficiently.

Thanks to our Company Secretary, Alistair Robertson, for his support of the Board and for providing expert governance advice.

Finally, I want to acknowledge the support of Housing ACT, the Housing and Community Services Directorate and Members of the Legislative Assembly. Your financial commitment to Havelock is greatly appreciated, as it supports our services to Canberra's most vulnerable citizens.



**Carol Croce**  
**CHAIR**



# FROM THE CEO

It is an honour to present my first message as Chief Executive Officer of Havelock Housing Limited. Joining this organisation, I have been struck by the dedication of our staff, the resilience of our tenants, and the vital role Havelock plays in providing secure, affordable, and supportive housing in our community.

As a new CEO, I bring fresh ideas, but I am also deeply committed to strengthening the strong foundations that have carried Havelock to where it is today. My vision is clear: to build an organisation where both tenants and staff can thrive, supported by stability, innovation, and growth. For our tenants, this means not only safe and affordable housing but also opportunities to live with dignity, independence, and connection.

For our staff, it means a workplace built on respect, collaboration, and professional development, ensuring they have the tools and support they need to deliver the very best services.

Looking ahead, we enter the 2025/26 financial year in a strong position to invest in both people and property. This dual commitment growing our housing portfolio while investing in our workforce will enable us to expand opportunities for tenants, strengthen organisational capability, and ensure that Havelock continues to deliver meaningful, lasting impact.

We will focus on embedding sustainable growth strengthening our governance, investing in systems and processes, and diversifying opportunities so that Havelock remains resilient and ready to meet the challenges of the future. We will also continue to listen—to our tenants, staff, partners, and community because strong growth must be grounded in the needs and aspirations of the people we serve.

We are also proud to strengthen our partnerships with the ACT Government, local community housing providers, and service delivery organisations, ensuring that together we can continue to provide high-quality, client-focused services. These collaborations are vital to delivering sustainable housing solutions, enhancing the wellbeing of our tenants, and supporting a vibrant, connected community.

I would like to sincerely thank the Board for their support and trust as I step into this role. Their guidance and confidence provide a strong foundation for the work ahead. I also extend my deepest gratitude to our staff, whose day-to-day dedication, professionalism, and extraordinary care make Havelock the exceptional organisation it is.

This is a pivotal time for Havelock Housing. We have the opportunity to shape not just the future of our organisation, but the future of community housing in our region. I am excited to lead this next chapter, confident that by working together we will continue to build stronger foundations for lasting impact.



60%

of tenants in Havelock properties are working-age adults between the ages of 22 and 54. 25% of tenants are 55+



Kylie Maddens  
Chief Executive Officer  
Havelock Housing Limited



# BOARD



**Carol Croce, Chair**  
Director at Carol Croce Consulting.  
Previous, Executive Director of Community Housing Peak Body.



**Tharani Vithanage, Deputy Chair**  
Chair of People and Culture Committee.  
Commonwealth Public Servant.



**Nicole Sheikh**  
Chair of Finance Audit and Risk Committee.  
Director, Co-Owner Miranda Hi-Fi.  
Previous, Director at KPMG.



**Mark Bauer**  
CEO Manteena.



**Jo Abbot**  
Group Manager Commercial Services  
Evoenergy. Previous, CFO at Defence Housing Australia.



**John Morrissey**  
General Counsel TP Dynamics Pty.  
Previous, Partner at MVLaw.



**Craig Shannon**  
CEO ClubsAct.







# HIGHLIGHTS



**New CEO, Kylie Maddens appointed**

**Staff satisfaction up vs last year; CEO updates and quarterly coffee catch-ups introduced.**

**Wellbeing & capability: Wellbeing Days reducing personal leave; clinical psychologist PD improving staff confidence and trauma-informed practice.**

## Property



**Maintenance process improved. Streamlined requests and continuity of service.**

**Maintenance backlog cleared. Visible uplift to common areas and quicker turnarounds on vacants.**

**Upkeep boosted: external cleaners engaged.**

## Finance



**GSA rent: \$87,729 charged**

**HAAP rent: \$349,883 collected vs \$360,640 charged (~97% collection)**

## Tenancy



**HAAP vacancy held at 0%.**

**Havelock House vacancy steady 5–6%**

**Sustained tenancy outcomes: complex HH case resolved with safe transition to permanent public housing (avoiding homelessness).**

## Community Engagement



**Regular programs: EMC/HelpingACT dinners; OzHarvest NEST cooking**

**Partnerships expanding access to food and essentials (HelpingACT, Three Mills Bakery, Foodbank, OzHarvest)**

**In-HoStaff-led CSR: Relay for Life participation; Biggest Morning Tea; planning a Red Cross blood/plasma donation day. use Art Classes offered to tenants**

## People and Culture



**Tenancy Support Coordinator and Maintenance Officer roles added to the organisation.**

**Wellness Days introduced for internal staff.**

**Professional Development strengthened.**



# PEOPLE OF HAVELOCK

When Mr. T.H. first arrived at Havelock House, he was standing at a crossroads in his life. For years, he had worked as a long-haul truck driver — a job he loved, one that gave him freedom and purpose. But after losing that job and grappling with a long history of drug use, he found himself struggling to rebuild his footing.

At first, the move into Havelock House felt like a chance to start again. But not long after settling in, Mr. T.H. faced a difficult setback, a relapse that brought with it renewed struggles with addiction. Aware of his vulnerability and determined not to spiral further, he reached out to the tenancy support team, asking for help connecting with recovery services. The team acted quickly, linking him to a local day rehabilitation program that could offer the structure and support he needed.

Over time, in conversations with the team, Mr. T.H. often spoke about his love for truck driving. His eyes would light up as he described the feeling of the open road and the quiet rhythm of life behind the wheel of an 18-wheeler. He dreamed of one day returning to that career, though he knew there were still challenges ahead, especially around getting his truck licence reinstated.

*“I love the community here.”*

The tenancy team encouraged him to take small, practical steps toward stability. They explored local job options that could help him regain financial independence. A role at a hardware store didn’t work out due to licence restrictions, but soon after, another opportunity emerged, a general labouring job with a local business. It was the right fit. Mr. T.H. threw himself into the work, proving himself dependable and hardworking.

That steady income brought new confidence. With careful budgeting and determination, he reached an important milestone: he saved enough to buy his own car. For Mr. T.H., the car wasn’t just a way to get around, it was a symbol of freedom regained, a tangible sign of progress and resilience.

His journey is a story of perseverance, showing both the challenges of recovery and the possibilities that open up when support and self-belief align.

Today, Mr. T.H. continues to receive encouragement from the tenancy team, who have offered assistance in applying for long-term housing through Housing ACT. Yet, his response remains the same, every time — heartfelt and certain: “I love the community here. Of course, I’d love to have my own home one day, but I’m genuinely happy in my unit and enjoy the company of the people I share it with. Honestly, I’m just not ready to move out on my own yet. Havelock’s location is perfect — most of the services I rely on are within walking distance. For now, I want to keep living here, joining in the BBQs, and receiving the OzHarvest deliveries. But more than anything, I value the connection I have with the staff. They make me feel welcome, supported, and like I truly matter.”

For Mr. T.H., Havelock House isn’t just housing - it’s home.







**65%**

of tenants receive disability pensions from the government.

## UPDATE - WHITLAM

Since the purchase of the Whitlam block, Havelock has thought carefully about the mix of accommodation that can best serve the community. These discussions are ongoing, with a focus on ensuring the development responds to real community needs. We aim to commence construction in 2026, guided by the principle that housing should add value to people's lives — not just deliver bricks and mortar.

When complete, this thoughtfully planned development will deliver flexibly designed homes that provide much-needed housing options for up to 12 social and affordable renters or families in Canberra.

At Havelock Housing, we remain committed to delivering practical solutions to the national housing crisis — one brick, one roof, one bedroom at a time.

A special thank you to Spacelab, our lead consultant, and Mather Architecture for their innovative planning advice and design expertise. We also extend our gratitude to the Havelock Board for their continued leadership and support in making this project possible. This marks another important step in expanding access to secure, affordable housing in the ACT.

## UPDATE - FOLK HOUSE

With the demand for tailored accommodation in the LGBTQI+ community continuing to grow, Havelock Housing remains deeply committed to supporting individuals and families in need. To respond to this demand, we have extended our services by establishing an additional unit within Havelock House, designed to act as a 'safe landing space' for those seeking temporary, secure housing. This space provides immediate shelter, support, and access to services, while we work closely with existing tenants in Folk House to help them transition into more permanent and stable accommodation.

In addition to providing this immediate support, Havelock is actively collaborating with Housing ACT and other key partners to identify and develop long-term housing solutions that are inclusive, accessible, and responsive to the unique needs of the TGD and broader LGBTQI+ community. Our approach prioritises not just the provision of housing, but also the wellbeing, safety, and empowerment of residents, ensuring that every individual has the opportunity to thrive in a home where they are respected and valued.

Through these initiatives, Havelock Housing is taking a holistic approach to addressing housing inequities, combining short-term emergency support with long-term planning and partnerships to create a more inclusive housing landscape across Canberra.





**Download the audited Financial Report**





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