

Chair & CEO Report



Celia Adams



Ben Ruscoe

2025 marks a defining year in Beyond Housing’s history. This year, we proudly delivered **129 new homes** – our largest single year of housing delivery to date – creating safe, secure and affordable housing for more than **200 people** across our communities.

Housing remains at the heart of our Vision: *Home. Not homeless.* Every new home represents a turning point for an individual or family, and a step closer to ending homelessness in our region.

One of our proudest milestones was the opening of the **Wodonga Education First Youth Foyer**, delivered in partnership with Homes Victoria, Wodonga TAFE, Junction Support Services and the Brotherhood of St Laurence. Funded by Homes Victoria, and built on Wodonga TAFE land, this \$15.7 million project will provide safety, stability, and opportunity for **40 young people** pursuing their education. Thanks to the expertise of our construction projects team, the Foyer

was completed ahead of schedule and on budget – a reflection of the dedication and professionalism behind every home we build.

Our housing growth continues to be supported by the continuing generosity of the **Peter & Lyndy White Foundation**, one of our most valued partners. Their commitment has enabled us to deliver more homes year after year, directly responding to the sharp rise in demand – with homelessness **entry point presentations increasing by 7%** since 2024. We extend our sincere thanks to the Foundation for their vision and steadfast support in addressing the housing crisis alongside us.

As we grow, we remain focused on ensuring our housing and support services are responsive, personal, and effective. Insights from our **biennial renter survey** continue to guide our work, helping us refine the way we support people to sustain their homes and thrive in their communities. Encouragingly,

87.5% of renters reported that they were satisfied overall with the quality of services we provide, and **86%** of respondents believe that Beyond Housing listens to renters’ views, and acts on them, demonstrating the impact of listening and adapting to the voices of those we serve.

Maintaining access to services is critically important for our organisation, in an environment where more people are needing support to secure or maintain housing. Our **Client Services** team provided over **4000 support periods** including assessment, case management, advocacy, private rental support, and VCAT representation, throughout the year, as well as spending over **\$700,000** on crisis accommodation and the establishment of accommodation.

The coming year marks the commencement of the final year of our current **five-year Strategic Plan**. As we look ahead, our Board, CEO, and Executive Team will begin shaping



Chair & CEO Report Continued

our next strategy. At its core will be a strong commitment to placing clients and renters at the centre of decision-making. Extensive stakeholder engagement, together with a clear-sighted analysis of the challenges and opportunities in our operating environment, will ensure Beyond Housing is well positioned to meet the growing needs of our communities.

A significant achievement in 2025 was the transfer of ownership of **19 Independent Living Units in Shepparton** to Rumbalara Aboriginal Cooperative. Funded by the Victorian State Government, and developed by Beyond Housing on Rumbalara owned land, these homes provide housing for Aboriginal Elders. Ownership now lies solely with Rumbalara. Beyond Housing recognises and holds deep respect for the principles of self-determination including the rights of Aboriginal and Torres Strait Islander Peoples to ownership of, and control of resources for Aboriginal People, and the right to the management of assets, free from interference. We are deeply proud of this transfer and acknowledge the importance of maintaining spiritual, cultural, and economic connection to land and water for Aboriginal and Torres Strait Island Peoples.

Good governance remains a priority for the Board. This year, we reviewed our risk appetite and strengthened our approach to understanding and managing cyber risk. Following a comprehensive skills assessment, we commenced a recruitment process to ensure the Board continues to bring the right mix of expertise and perspectives. We also acknowledge with gratitude the contribution of Director Lisa Ryan, who will be missed around the Board table, but whose departure created the opportunity to welcome new voices to the table. Having the right people in place is essential to the organisation's success and progress.

Looking to the future, we are excited to confirm that by **2027 Beyond Housing will deliver an additional 315 homes**, made possible through the combined support of State and Federal Governments, philanthropy, and our own contributions. Each of these homes represents not only bricks and mortar, but dignity, stability, and the possibility of a different life.

Finally, we extend our heartfelt thanks to the Beyond Housing team. Their commitment is unwavering, even in the face of rising demand, constrained resources, and the daily

complexities of homelessness and housing insecurity. This year's **staff engagement and alignment survey** saw a response rate of **90%**, reflecting a workforce that is engaged, candid, and invested in shaping positive change within our organisation. While overall scores dipped slightly from previous years, we take encouragement from the high participation, which speaks to a culture of openness and trust.

Together with our partners, supporters, and communities, we remain resolute in our purpose: to end homelessness, one support period at a time, and one home at a time.

Benjamin Ruscoe – Chair of the Board
Celia Adams – Chief Executive Officer

Board of Directors

Our Board of Directors (from left) John Gibbons, Kirsten Seeto, Michael Gomez, Ben Ruscoe, Carly Martin, Neil Funston, Skye Roberts, and Lisa Ryan.



Executive Team



**Celia Adams,
Chief Executive Officer**



**Alison Eaton,
Chief People Officer**



**Maree Walker,
Chief Development Officer**



**Rachael Scanlon,
Acting Chief Financial Officer**



**Penny Hargrave,
Chief Operating Officer**



**Brooke McCluskey,
Executive Assistant**

A message from the Peter and Lyndy White Foundation

Continuing our long-standing partnership with Beyond Housing in the 2025 financial year, the Peter & Lyndy White Foundation committed \$27 million towards the construction of 95 homes, which will provide safe, secure and affordable homes for 128 individuals at risk of homelessness in Shepparton, Wangaratta, Numurkah, Benalla, Glenrowan, Wollert and Kyabram.

The Foundation takes great pride in collaborating with Beyond Housing and appreciates the passion and professionalism of their housing team and partners in bringing these vital projects to fruition. We eagerly anticipate another productive year of partnership with Beyond Housing in 2026, as we look to continue our mission by committing further resources to build even more affordable housing.



➤ Our Business

Financial growth and sustainability

In 2024 - 2025, Beyond Housing experienced strong financial growth, further securing our ability to deliver on our vision and purpose. This growth has been supported by a healthy mix of government funding, rental income, and philanthropic support.

We had a significant increase in our total equity which now exceeds \$161 million, while our total revenue grew from \$45 million to \$65 million. Financial stability ensures we can continue to meet our commitments to renters, stakeholders, and the broader community while advancing our ambitious housing projects.

While we are not without financial challenges, particularly in the current geopolitical and economic environment, we are in a strong position to build more houses and house more people, which leaves us better placed to deliver on our commitment to ending homelessness.

Total rental savings for renters in Beyond Housing properties
more than
\$3.9M

Equity grew from **\$118M** to **\$161M**

Revenue increased to over
\$65M

