human&co

ANNUAL REPORT 2025 / 2026

Beyond the horizon

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the Lands, Waters and Skies on which we live and work, and recognise that Country is central to the identity, wellbeing and cultural continuity of Aboriginal and Torres Strait Islander Peoples. Country is more than a place: it is family, culture, language, ceremony, spirit and connection, cared for through countless generations of enduring custodianship.

We pay our respects to Elders past, present and emerging, and honour their continued commitment to strengthening culture and community.

We recognise that the sovereignty of Aboriginal and Torres Strait Islander Peoples was never ceded - this always was, and always will be, Aboriginal and Torres Strait Islander land.





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ANNUAL **REPORT**
2025 / 2026

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ABOUT US

This is Human & Co
Human & Co is a not-for-profit organisation supporting women, children and families affected by domestic, family and sexual violence and homelessness across New South Wales.

We provide direct, specialist services, from crisis support and refuge to outreach, counselling, and dedicated programs for children and young people. Every service shares one purpose: to build individual and community safety and wellbeing.

We believe everyone deserves safety, dignity and the right to live free from fear, violence and judgement. We walk alongside people at their own pace and on their own terms, and we don't stop until they have options.

Where we work
From the east coast to the far west, our teams work in the city, the suburbs and remote communities:

- Sydney CBD & inner city: outreach support for people facing domestic and family violence and homelessness.
- Western Sydney (Blacktown, the Hills, Parramatta and Mt Druitt): crisis support, refuges, counselling, outreach and children and young people's services.
- Far West NSW (Wilcannia): a safe house and culturally safe, community-connected support, predominantly for Aboriginal and Torres Strait Islander women and children.



Far West NSW

Wilcannia Safe House, Outreach, and the Children & Young People Program

Western Sydney

Crisis support, OASIS Accommodation (refuges), Core and Cluster Accommodation, Outreach, Accompanied Children's Support Service and Counselling

Sydney CBD

Moving Out Moving On (MOMO) outreach, and our city office at Barangaroo

OUR REBRAND

human&co

Everyone deserves safety

Hello, Human & Co!
In March 2026, we proudly stepped into our new name: Human & Co. It was two years in the making, and we couldn't be more thrilled.
The journey began in 2024, when our Senior Leadership Team set out to find a name and identity that truly captured who we are and what we do. One that would also end the long-running mix-up between us and our Peak Body. In December 2024, our Board gave the direction its full support, and we got to work bringing it to life.

EARLY 2024
Senior Leadership Team begins scoping a full rebrand

DEC 2024
The Board endorses the direction

MAR 2026
We officially become Human & Co

NOW
New name, voice, logo and visual identity rolled out and embedded

Our belief

At its heart, Human & Co is built on a simple belief: everyone deserves safety, dignity and the right to live free from fear, violence and judgment. Our name puts people first, because that's exactly what our frontline teams do every day. They create safe, human spaces where women and children are heard, believed and supported to move forward.

Our new look

This year, that belief came to life through a new name, vision, logo and visual identity, now shining across our services, communications and partnerships.
Our brand is warm and welcoming, confident and professional. It tells the story of how far we've come: from a place people turn to for help, to a catalyst for change in how communities care for one another.

This isn't just a new look. A clearer, stronger identity helps us:

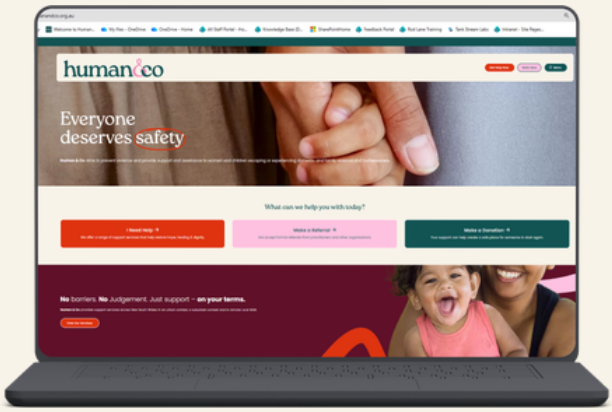
- reach more women and children who need us
- build deeper relationships with funders, partners and supporters
- stay aligned with government contract requirements, particularly in primary prevention and promotion
- grow our influence across the communities we serve.

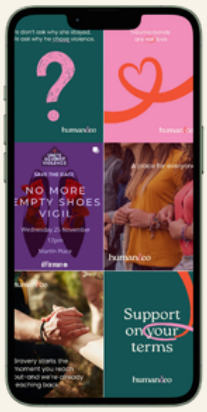
SAME HEART. SAME PURPOSE. A NAME THAT FINALLY SAYS IT.

OUR REBRAND

Spot us in the wild

Keep an eye out for us! Our new look is popping up across our website, social channels and events, so give us a wave when you spot us.





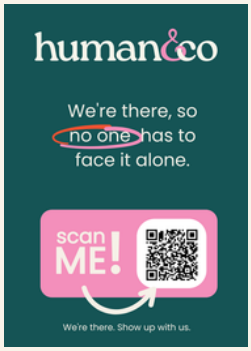














Since launch, the response has been overwhelmingly positive.

Feedback from across the sector, from our partners and from the wider network we work alongside has been warm and enthusiastic. People have told us Human & Co feels approachable, confident and true to who we are. It's a strong sign that the new brand is already doing what we built it to do: opening doors, sparking conversations and making it easier for people to find and connect with us.

Thank you to our staff, Board and partners who helped shape and launch Human & Co.

humanandco.org.au

@humanandcoaustralia

OUR APPROACH

You are not in this alone

Every person's support needs are different.
Whatever your situation, you are not in this alone.

Human & Co provides direct services to people experiencing domestic and family violence and homelessness across New South Wales: in the city, in the suburbs, and in remote rural communities. Wherever someone reaches out, we're there to meet them.
We exist to walk alongside those who reach out for help, to hold space for healing, and to do everything in our power to make sure no one is ever left without options.

No barriers.
No judgement.
Just support - on your terms.

How we work

Our practice is grounded in six ways of working, so every person is met with care that fits their life:

- **Culturally competent** respecting identity, culture and community
- **Trauma informed** safety and trust come first
- **Response based** recognising how people resist and respond to violence
- **Strengths based** building on what people already bring
- **DFV informed** specialist expertise in domestic and family violence
- **Gender informed** understanding how gender shapes violence and its impacts

How we measure what matters

Our outcomes are measured not only in cases closed or services delivered, but in safety restored, confidence rebuilt and futures reimagined.
Through our Service Delivery Framework, each person sets their own goals, and we track progress across six outcomes that matter in real life:

- Good Home
- Good Health
- Economic Confidence
- Freedom
- Belonging
- Lifelong Learning

HUMAN & CO BOARD CHAIR
LINDALL WEST



I am proud to present my report on a year of significant change, resilience and renewal for Human & Co. Behind every milestone in this report is a simple purpose: to help keep women and children safe, and to support them to rebuild their lives free from violence. In a year of change, that purpose has guided every Board decision.

Rebrand delivered

Recommissioning navigated

Funding position secured

Great Place to Work

Governance and Strategic Oversight

This year tested our organisation in new ways. We delivered a major rebrand, navigated a recommissioning process, and continued to meet growing demand for our services, all at once. The Board's role has been to ensure that this change was well governed, well resourced and always anchored to our mission.

The Board provided rigorous oversight, and we maintained a clear focus on risk, compliance, client safety, and financial sustainability. We also continued to strengthen our own practice through a Board skills review, Board renewal and review of key policies.

I thank my fellow Directors for their commitment, their generosity with their time and their willingness to ask the hard questions. Thanks also to our CEO, Stephanie Smith, and the Executive team for their leadership and for the partnership between Board and management that has made this year possible.

Our Rebrand: From DVSM to Human & Co

This year we proudly completed our transition from DVSM to Human & Co.

The Board did not take this decision lightly. A change of name and identity is a significant step for any organisation, and particularly for one with a long history and deep community trust. The Board supported and endorsed the rebrand because we believed Human & Co better reflects who we are today and reflects an identity that is welcoming to everyone who needs us.

We were pleased to see staff, clients, partners and community voices genuinely shape the outcome. I congratulate the whole team, on a great outcome that I am confident will serve us well for many years.

Recommissioning

Recommissioning was one of the most significant matters before the Board this year. Secure, sustainable funding is what allows us to be there when someone needs us, so the outcome matters enormously for the people we serve.

I want to recognise the extraordinary effort of our staff in preparing for and responding to this process while continuing to deliver frontline services without interruption.

Celebrating Our People and Being a Great Place to Work

Our people are our greatest strength. The work they do is demanding and often confronting, and it is carried out with skill, compassion and courage every day.

Last year, the Board invested in better pay outcomes to reflect the difficult work undertaken by our staff in a sector that is female dominated. We continue to build on this commitment through continued investment in training, professional development, wellbeing initiatives, and staff engagement. We were proud to be recognised as a Great Place to Work in our most recent survey.

Great services depend on great workplaces. The Board will continue to prioritise a safe, inclusive and supportive culture, because looking after those who care for others is both the right thing to do and essential to sustaining our impact.

Looking Forward

With the rebrand delivered and our funding position secured, Human & Co is well placed to look ahead with confidence. The Board is working with management on the next phase of our strategy. Our priorities for the coming year include:

Inclusive Support

Active engagement with a First Nations adviser to embed an inclusive framework into all our services

Sustainability

Finding opportunities to direct as much funding as possible to front line activities

Our people

Continuing to invest in culture, capability and wellbeing

Demand for domestic and family violence support remains high, and our ambition is to meet it with ever greater skill and reach. The Board is energised by what lies ahead.

Farewells

It is with gratitude that we farewell Suzanne Evans, who is stepping down from the Board after 13 years of service.

Suzanne's contribution has been immense, and she has guided the organisation through a number of significant phases over that period. As a long-standing member and Treasurer, she has been a trusted guardian of our finances and contributed passionately to strategy. Suzanne's wise stewardship, sound judgement and generosity in sharing expertise have ensured that every dollar is directed towards our mission. On behalf of the Board and staff, thank you, Suzanne. You leave an enduring legacy.

Closing

To our staff, volunteers, funders, partners and supporters, thank you. Most of all, I acknowledge the women, children and families who trust us at some of the hardest moments of their lives. Your strength inspires everything we do.

Lindall West

Board Chair | Human & Co Board of Directors

BOARD OF DIRECTORS

Guiding our strategy and purpose



LINDALL WEST

NON-EXECUTIVE DIRECTOR AND BOARD CHAIR



SUZANNE EVANS

NON-EXECUTIVE DIRECTOR AND TREASURER



FABI FUGAZZA

NON-EXECUTIVE DIRECTOR AND COMPANY SECRETARY



ANNA ROSS

NON-EXECUTIVE DIRECTOR



LIZETTE TWISLETON

NON-EXECUTIVE DIRECTOR



DR LEIGH GASSNER

NON-EXECUTIVE DIRECTOR

> “Behind every service we deliver is a Board that believes in what we do. Our directors bring diverse skills and professional experience to guide our strategy. They work closely with our CEO and Senior Leadership Team to secure the resources, funding and talent our teams need.
> Their commitment to our vision and purpose is deep, and it never wavers.”

CHIEF EXECUTIVE OFFICER

STEPHANIE SMITH



This year we built on solid ground. A stable team, secure funding and smarter systems have given us the confidence to keep improving, and to lift our eyes to the horizon for what comes next.

- **5 more years of DCJ funding**
- **Process upgrades rolled out**
- **Safeguarding now in-house**
- **Core & Cluster opened**

A new name, the same heart

This was the year we became Human & Co, and I could not be prouder.
Our new brand was founded on a simple belief. If we are going to find solutions to gender-based violence, we need an inclusive voice, one that brings everyone to the table. That belief is in our name. It is why we are Human & Co.
An outcome like this is never achieved alone. We were supported by EngineRoom a Newcastle based brand and design specialist company, who were extremely generous and flexible every step of the way. To the EngineRoom team: thank you. But the biggest credit goes to Kate Hurley for managing this project from end to end.
As I look back on 2025–26, that same idea of bringing everyone to the table runs through every part of this report. It is in the people who choose to stay and grow with us. It is in the courageous decisions we have made to keep improving. And it is in the places we have built so women and children can be accommodated with dignity.

Our people: the heart of Human & Co

A name only means something because of the people who live it every day. That is why the result I am proudest of this year is a simple one: our people are staying.
Voluntary turnover has now fallen to 8%. The stability of our employee cohort has held, and retention has remained high. This has not happened by chance. It has taken a multi-faceted approach, and we are seeing the benefits where they matter most: in the experience of our clients, in our organisational culture and in our succession planning. At every level we have the capability to readily fill vacancies as they arise with highly skilled, passionate and kind staff.

Listening to our people

Part of how we got here is that we keep asking, and we keep listening. Great Place to Work tells us why people like to stay working with us. It shows us what we do well and, just as importantly, where we can improve.
Each year, once the survey is in, we sit down with our managers and teams to understand what the results really mean. Then, together, we look for ways to further enhance the employee experience. We genuinely reflect on each comment, each score and each outcome to affirm to our staff that we listen and that we will make changes as needed.

Investing in how we grow

Learning is central to how our people develop and how our practice advances. So, one of the many projects we took on this year was the Human & Co Learning & Development upgrade.
We pulled together a team of outstanding professionals within the organisation and with the support of Dr Rod Lane from NZSBA we built a learning and development system that lets us design up-to-date, highly accessible and engaging learning modules for staff. While this work was under way, Homelessness NSW launched its Capability Framework, which helped us further shape the structure of the system, identify any gaps we had and address those with a learning and development strategy.

Always improving

A stable team gives us something precious: the confidence to keep getting better. Continuous quality improvement is not a project for us. It is how we work.

Stability for the years ahead

This year we secured an additional five years of funding from DCJ for most of our contracts. It was extremely pleasing to work so closely with our funders to get there.

This matters enormously. It allows us to protect the stability we have worked so hard to build, and it lets us lift our eyes to the horizon for growth and development.

Making the everyday easier

In last year's Annual Report, I spoke about our focus on enhanced technology: increasing automation and efficiency, and making day-to-day activities easier for our teams.

I am pleased to report that this work has gathered real momentum. We have rolled out an ever-growing number of process upgrades across administration, finance and service delivery. My heartfelt thanks go to Grace Kim, Katie Morrison and the Shared Support team, who have made this happen.

Although it may appear novel it has an important impact that can be summed up as allowing us to "do more for less". These cross organisation efficiencies allow us to contain the ever-growing costs of doing business while ensuring we utilise our funds effectively.

Safeguarding: a courageous step forward

Improvement sometimes asks us to make challenging and courageous decisions. Safeguarding was one of them.

DVSM, now Human & Co, has a very successful history with the Australian Childhood Foundation (ACF), who supported us through years of accreditation for Safeguarding. It was precisely because of the support ACF had given us that, after much discussion, we decided we were ready to adapt and advance our Safeguarding practices ourselves, independently.

We carefully assessed what this would mean and how we would manage these processes internally, without the ACF system around them.

I am very pleased with how the change has been rolled out. Along the way, we have formed new relationships with different peak bodies, opening a number of opportunities to further strengthen our safeguarding focus.

I particularly appreciate the efforts of Emma Finnerty and Kath Wheeler for ensuring that safeguarding is not just a tick box compliance process but an active and alive culture across the organisation.

Places that hold people

The spaces we provide say a great deal about what we believe. This year, two very different stories showed what it means to get those spaces right.

Core & Cluster: dignity by design

After three or more years of planning and development, we proudly opened our new Core and Cluster premises.
This is accommodation designed around the dignity, wellbeing and humanness of the women and children who come to us needing crisis accommodation. Because families can now be accommodated in their own individual units, the nature and design of the premises means we can support a broader cohort.

Infrastructure is nothing however without the people who make it meaningful. I want to thank Maz Marquez and all the OASIS team whose passion, kindness and commitment have made the environment a truly healing and vibrant space for the people we serve.

Wilcannia: the courage to change course

Not every story follows the plan, and I believe honest ones are worth telling.

In 2021, DVSM purchased a heritage building in Wilcannia, with the intent of refurbishing it for a social enterprise venture and crisis accommodation. What we learnt after purchase is that heritage buildings come with multiple challenging complexities. Years of extreme weather, from flooding to drought, had taken their toll. During the refurbishment, we identified that bringing the building to code for occupation would take a significant amount of resource, something a small organisation does not have.
So we listened, investigated and consulted, with the community involved throughout. Together we found a successful solution. The building has been sold to a local group with the capability, the resources and the passion for their community to bring a new vision to this wonderful building.

A home that makes recruitment possible

Our Wilcannia story did not end there. With the support of DSS, we completed and installed a two-bedroom prefabricated home for staff.
For years, the lack of accommodation has been a major roadblock to recruiting in this remote location. Now we have a home to offer, and with it, the ability to recruit the staff our services there need.

Beyond our walls

Some of the most meaningful work happens when we reach beyond our own services.
This year we were proud to support the New Zealand organisation She is Not Your Rehab to launch their children's book, This Is Not Yours To Carry.
The book follows the journey of a young boy called Tai, who has been impacted by violence in his home, as he finds ways to navigate the challenges he faces. Its title says something every child like Tai deserves to hear.

Looking ahead

When I bring this year together, I see an organisation that is both steady and brave.

Steady, because our people are staying, our funding is secure for another five years, and our systems are making the everyday easier.

Brave, because we launched a new identity, took our Safeguarding practices into our own hands, and made the honest call on a building we had once hoped would be something else.

That combination is what lets us look to the horizon for growth and development with confidence. And it all comes back to the idea at the heart of our new name: when everyone is at the table, we find better solutions.

I would like to close by giving a huge thank you to the efforts of the Senior Leadership Team, the Board of Directors and all the staff who are focused on delivering nothing but excellence to the women and children impacted by violence in all its forms to navigate toward hope and lasting outcomes.
I would like to especially acknowledge the services of Suzanne Evans our Treasurer who steps down from her role this year and wish her all the best in the future.



Stephanie Smith

CEO | Human & Co

SENIOR LEADERSHIP TEAM

Turning our strategy into action



STEPHANIE SMITH

CHIEF EXECUTIVE OFFICER



KATH WHEELER

CHIEF OPERATIONS OFFICER



GRACE KIM

CHIEF FINANCIAL AND ADMINISTRATION OFFICER



KATE HURLEY

BRAND, PARTNERSHIPS & PROJECTS MANAGER

> Our Senior Leadership Team turns our strategy into action. They guide both the big picture and the day-to-day, working alongside our wider leadership team and staff to plan, deliver and support the work that brings our purpose to life for women, children and families across NSW.

CHIEF OPERATIONS OFFICER

KATH WHEELER



FY26 was a year of strengthening our accommodation, outreach and counselling services. We focused on safer, more consistent practice, stronger partnerships and investing in the people and systems needed to improve outcomes for women and children.

Average refuge stays down to 8 weeks

Centralised Intake and Assessment

Core & Cluster site established

Specialst Workers for Children and Young People recommissioned to 2031

Safe accommodation, sooner

8 weeks

average stay in FY26
down from 21 weeks in FY25

Demand for safe accommodation remained high. Our 12-week accommodation program reduced average stays from 21 weeks in FY25 to 8 weeks in FY26, allowing us to support more women and children.
Our new Centralised Intake and Assessment model also helped women and children avoid crisis accommodation where safe and appropriate, supporting them to remain at home or move directly into rental housing through brokerage, advocacy and tailored support.

Core and Cluster: keeping families together

A significant milestone was the establishment of our Core and Cluster accommodation site, expanding our capacity to support larger families and women with older sons. Historically, refuge eligibility requirements have created barriers for women escaping domestic and family violence with older sons in their care. We are proud to be part of a changing system that keeps families together, ensuring mothers no longer have to choose between their own safety and keeping their children with them.

Children, supported in their own right

The three-year Accompanied Children's Support Service (ACSS) pilot concluded, having supported 552 children in refuge. Recognising children as victim-survivors in their own right, ACSS provided individualised support and therapeutic activities. With our Specialist Workers for Children and Young People (SWCYP) program recommissioned through to 2031 with increased funding, these learnings will continue to strengthen our practice.

552

children supported in refuge through the ACSS pilot

Reaching diverse communities

We strengthened our response to diverse communities, developing a program for women on precarious visas and building partnerships with migrant and refugee services to improve referral pathways. Structured engagement with culturally and linguistically diverse (CALD) and First Nations communities also supported more accessible, culturally responsive services.

Counselling and recovery

Our Counselling program continued providing specialist, trauma-informed support to women recovering from domestic, family and sexual violence. Advanced professional development in evidence-based trauma therapies and approaches to complex needs strengthened our ability to provide individualised therapeutic support.

Investing in our people

We also invested in organisational capability, reviewing our Reconciliation Action Plan and re-establishing the RAP Working Group. Leaders enrolled in the 2025 Women in Leadership program completed their training, while a review of our Trainee Program is shaping student placements from 2027.

RAP Working Group re-established

Women in Leadership training completed

Trainee Program review for 2027 placements

Looking ahead to FY27, we will:

strengthen client outcome measurement and reporting

embed culturally safe practice through workforce development and community partnerships

review policies and systems to support consistent, evidence-informed services

Improving referral pathways, strengthening staff capability and using client feedback to guide service improvements will remain priorities, ensuring we continue delivering meaningful outcomes for women and children.

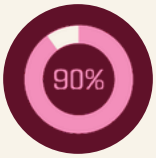
Kath Wheeler
Chief Operations Officer | Human & Co

OUR PEOPLE

CAMILLA LOPES



Our people are the heart of Human & Co - and this year, more of them chose to stay, grow and build their careers with us. Voluntary turnover fell to below 8%, and 90% of our people gave positive responses in our Great Place to Work survey. Here's how we looked after the people who look after others.



90% positive feedback - across all Great Place to Work statements, up 9%.



100% staff proud to work here - one of five perfect scores.



20+ NEW in-house Learning & Development courses drafted.



100% feel management cares about them as people - up 16%.

Great Place to Work: trust that keeps growing

Positive responses averaged 90%, up 9% on last year - proof our changes are improving people's experience. Five statements scored 100%, including fair treatment regardless of race (up 8%), a strong result for an organisation that employs First Nations staff and runs culturally informed services. Trust in leadership grew too: 96% agree lay-offs would be a last resort (up 29%).

Growth and leadership: building careers with us

Voluntary turnover fell to 8%, as more staff chose to build their careers here. Team members stepped into Senior Practitioner roles, and new Leads and Managers completed the Women and Leadership Australia Executive Program. We launched our Core and Cluster model with change support for staff and clients.

Wellbeing: caring for the carers

Our Work Health and Safety audit showed strong results and clear progress since 2024 - our practice is sound, and now we're documenting it well. Performance reviews became Development Reviews, built on four capabilities from the Specialist Homelessness Services (SHS) Capability Framework. A new Employee Assistance Program adds financial coaching, nutrition guidance and legal advice. And our menstruation and menopause talks drew strong engagement - everyday topics for a workforce that is mostly women.

Learning and development: our own course library

Our in-house course library on Go1 now has four streams: Practice & Safeguarding, Human Resources & Compliance, Specialist, and First Nations. More than 20 courses are drafted and ready for design, with AI helping us produce consistent, interactive learning.

OUR PRACTICE

EMMA FINNERTY



Behind every great service is great practice - and this year, our people gave it their all. By keeping women and children at the heart of everything we do, every Human & Co service went beyond its targets. We're so proud of what our teams achieved together.

Every service exceeded its KPIs - thanks to our outcomes-focused Practice Framework.

Continuous Quality Improvement (CQI), embedded everywhere - ASES recommendations turned into lasting change across the whole organisation.

Safer, fairer decisions - a new Access, Withdrawal and Eviction Policy and a universal risk assessment implemented.

Every child safe, heard and supported - Safeguarding Children and Young People training rolled out to all relevant staff.

A new partnership with ACWA - connecting us to sector-leading safeguarding knowledge.

Practice Framework: People first, results follow

Our outcomes-focused Practice Framework asked a simple question: what does real change look like for the women and children we support? By focusing on meaningful outcomes rather than numbers, every service exceeded its KPIs — proof that rights-based, client-centred practice and strong performance go hand in hand.

Practice goals: Clear, fair and caring

We embedded our Access, Withdrawal and Eviction Policy, giving clients fairness and clarity and giving staff confident decision-making guidance. A new universal risk assessment helps teams respond to complex situations safely, protecting clients, children, staff and the organisation. New internal training modules mean everyone works from the same standards and understands their responsibilities.

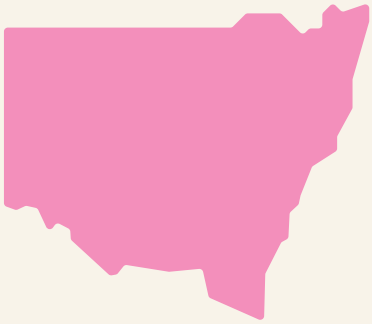
ASES and CQI: Always growing

We embedded the Continuous Quality Improvement (CQI) recommendations from ASES across every part of the organisation — not as one-off actions, but as how we work every day. Teams regularly reflect on what's working, spot risks early and make changes that last, building more consistent practice and better service quality.

Safeguarding: Keeping children safe, heard and supported

Our own Safeguarding Children and Young People training is now delivered to all relevant staff, covering how to recognise and respond to concerns, reporting obligations and professional boundaries. It reinforces that safeguarding is everyone's responsibility, every day. Our new relationship with Association of Children's Welfare Agencies (ACWA) keeps us connected to sector knowledge and expert guidance as our practice keeps growing.

OUR PROGRAMS & SERVICES



Human & Co provides support services in an urban context, a suburban context, and in remote rural NSW. The geographic span of our services across New South Wales offers unique insights and approaches across the diverse communities we work within.

OASIS Accomodation

Safe, private refuge in Western Sydney for women and children leaving violence, with 24/7 support and help finding longer-term housing.

Counselling

Short-term, trauma-informed counselling that helps women heal from violence and take back control of their lives, at their own pace.

Crisis Support

Supporting Immediate Needs: Short-term, 24/7 support for women and children in Western Sydney escaping domestic and family violence, including temporary accommodation, financial assistance and emotional support.

Outreach

Personalised case management for women and children impacted by domestic and family violence, connecting them to housing, financial, legal and wellbeing support in their community, with brokerage for essentials and relocation where needed.

Safe House

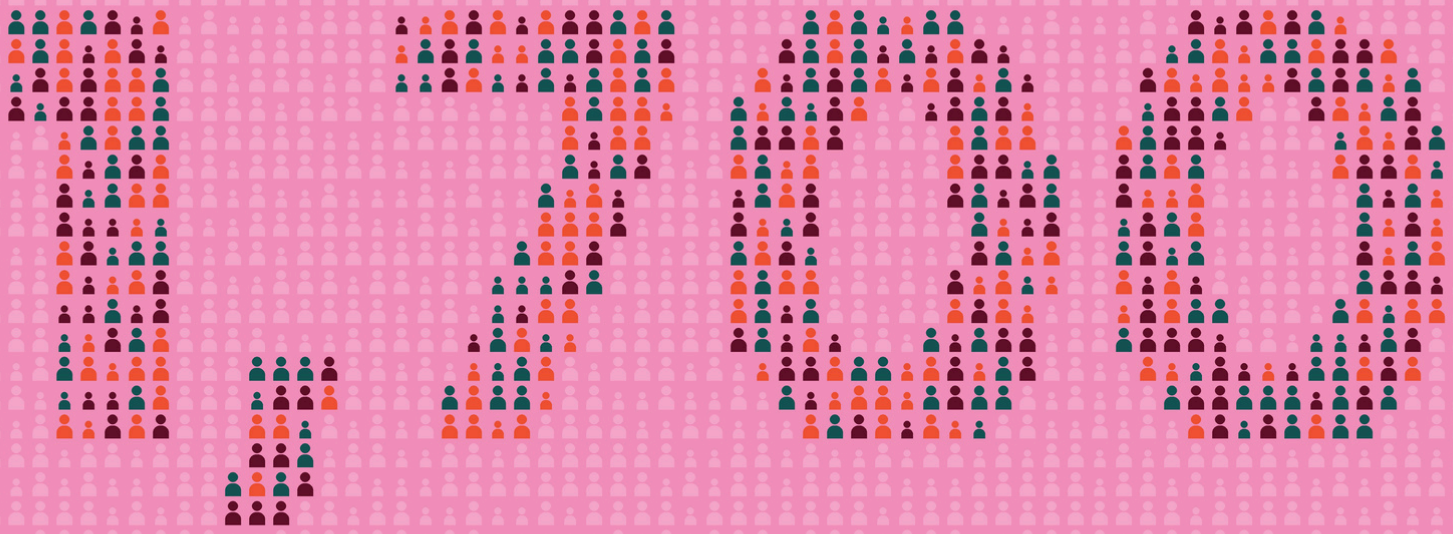
Safe accommodation and community outreach for women and children escaping domestic and family violence in Far Western NSW, supporting Aboriginal and Torres Strait Islander women.

Children's Support

Tailored support in our refuges or through outreach for children and young people affected by domestic and family violence or at risk of homelessness, helping them feel heard, safe and empowered.

IN THE LAST YEAR ALONE

Human & Co has helped more than



women and children experiencing or escaping violence

Behind every number is a mother, a woman or a child finding their way to safety. Our team meets them with advocacy, support and care, delivering frontline services across New South Wales, from Western Sydney and the Sydney CBD to our Safe House in Wilcannia, in Far Western NSW.

Western Sydney | Sydney CBD | Wilcannia

SPECIALIST SERVICES

When a woman reaches out for help, Specialist Services is often the first team she meets. Our three services walk alongside women and children at every stage: in the moment of crisis, through the move to somewhere safe, and in the longer work of healing and rebuilding.

Crisis support. Domestic Violence Crisis Support Services (DVCSS) is our front door in Western Sydney. Through a centralised intake line and outreach in the places women already go, the team responds when safety matters most.

Moving on. Moving Out Moving On (MOMO) helps women leaving violence take the practical steps to stabilise their housing, from brokerage and removals to local connections across the inner city.

Healing. Our Domestic, Family and Sexual Violence Counselling Service (DFSVCS) offers therapeutic support to women recovering from violence and abuse, helping them rebuild confidence, restore self-worth and move forward on their own terms.







MOVING OUT MOVING ON (MOMO)

THIS YEAR, WE SUPPORTED

143

people towards safety and a place to call home



Moving Out Moving On (MOMO) provides vital support to women, trans women, and non-binary people - with or without children - who are facing domestic and family violence and are homeless or at risk of losing their home in Sydney's inner city.
We know that everyone's journey is different, so MOMO offers flexible, personalised support that meets people where they're at - literally. Our team works through outreach, meeting clients in places that feel safe and comfortable, whether that's a local café, a community centre, or somewhere else in the area.

With a strong focus on safety, connection, and rebuilding independence, MOMO walks alongside people as they navigate housing, services, and healing - always with care, respect, and understanding.

When children are involved, we make sure they're supported too, helping families move forward together.

THE YEAR IN HIGHLIGHTS

Stronger local networks
Further strengthened networks at DCJ Strawberry Hills and Newtown Neighbourhood Centre.

More outreach across the inner west and inner city

16 Days of Activism
partnered for Vigil organised with Lou's Place and City of Sydney

Flying the flag with a stall at Fair Day

Joined the Sydney Local Health District COP

Waterloo 20 Project
Panel member of this meanwhile-use project, in partnership with DCJ.

CLIENT STORY

Wendy: Safe, connected and moving forward

Read her story Page 23

WENDY: SAFE, CONNECTED AND MOVING FORWARD

She left with almost nothing: no ID, no phone, no access to money.

WENDY'S JOURNEY

1. **LEAVING** — Out of danger, but with no ID, phone or money
2. **RECONNECTED** — A safe phone, and a way to reach out again
3. **THE WAIT** — Applying for ID, with someone by her side
4. **NOW** — Safe, connected and ready for next steps

Leaving

When Wendy* first came to MOMO, she had already done one of the hardest things she would ever do. At 32, she had fled a violent relationship, leaving home quickly with only a few belongings. Her birth certificate and photo ID were left behind, and her partner, who was using violence, kept control of her bank cards and phone. She was staying in Temporary Accommodation: safe from the immediate danger, but cut off from money, from her phone, and from the systems that could help her rebuild.

A safe way to reach out

One of the first things her MOMO practitioner did was help Wendy communicate safely again. Together they set up a DV Safe Phone with a new SIM that couldn't be linked to her ex-partner, and brokerage funding covered her phone credit. It sounds simple, but it changed everything: Wendy could reach Centrelink, legal and housing services, and stay close to her support team, on her own terms.

The missing piece

Without ID, door after door stayed shut. Wendy couldn't extend her accommodation, access Centrelink, apply for Victims Services support or the Leaving Violence Payment, or apply for a rental or social housing.

MOMO regularly works from the WISH Hub at Wayside Chapel, where Births, Deaths and Marriages visits to help people replace documents. Wendy's practitioner helped her prepare, went with her to the hub, and together they lodged an urgent application for a new birth certificate. But the hub runs only every three weeks, and even urgent applications can take six to eight weeks. For Wendy, that meant more time without income, and more time without a home.

Where she is now

Through it all, MOMO has stayed by her side with safety planning, advocacy and steady support. Wendy is safe, connected, and ready to take her next steps towards a home and financial security as soon as her ID arrives.



What made the difference

A way to reach out. A new phone, set up so it couldn't be traced, gave Wendy her voice back and kept her connected to the people helping her.

Someone who showed up. Her practitioner prepared the paperwork with her, went with her to the WISH Hub, and made sure the urgency of her situation was heard.

Steady support through the wait. While the system moved slowly, MOMO kept planning and advocating alongside her, so Wendy never had to wait alone.

Without ID, women escaping violence can get stuck between crisis and recovery.

*Names and details have been changed to protect the identity of Human & Co's client

DOMESTIC VIOLENCE CRISIS SUPPORT SERVICES (DVCSS)

THIS YEAR, WE SUPPORTED

610

women through crisis, whenever it hit

Target of 442: exceeded



Our Domestic Violence Crisis Support Service provides support to women - both single and with children - across Western Sydney who are experiencing or escaping domestic and family violence, especially during the times when support can feel hardest to find.
We offer short-term, personalised support both during and outside of regular business hours, because we know that crisis doesn't always wait for office hours. Whether someone needs help finding safe temporary accommodation, accessing financial support, or just someone to talk to, DVCSS is here to listen and walk alongside them.

Our team works quickly to respond to immediate needs, with a strong focus on safety, care, and compassion - supporting women to take the next steps towards stability and healing.

One moment at a time.

THE YEAR IN HIGHLIGHTS

Stronger ties with DCJ Parramatta and Mt Druitt

More places to reach us

Increased outreach, adding Blacktown Housing and a multicultural service desk in Auburn, through the MLO at Auburn Police.

Stronger links with Community Corrections

One front door

A central intake and assessment process introduced: one access point into the organisation.

Our DVAHS trainee stepped into a DFV worker role

More presence at stakeholder events, including OWDVN

CLIENT STORY

Jessica: Courage, patience and the power of support

Read her story, page 25

JESSICA: COURAGE, PATIENCE AND THE POWER OF SUPPORT

No one rushed her. When she was ready, we were there.

JESSICA'S JOURNEY

1. **REACHING OUT** — No refuge bed free, but support from day one
2. **EIGHT MONTHS** — Trust, gentle conversations and her own pace
3. **READY** — After her baby arrived, she called the person she trusted
4. **NOW** — Safe in refuge with her baby, and feeling lighter

Afraid and alone

Jessica* was 30, pregnant with her first child and living on a precarious visa when she was referred to us. There was no refuge vacancy that day, so we connected her with crisis support: the first step in a long journey towards safety.

The violence began when Jessica became pregnant. Her husband was physically abusive, withheld food, and used her visa as a threat. She was frightened to report it: she had no physical evidence, worried she wouldn't be believed, and feared what he might do if he found out. Leaving while pregnant, and facing possible homelessness, felt overwhelming.

At her own pace

Over the next eight months, we walked alongside Jessica, meeting her where she was. Gentle conversations helped her see that abuse isn't only physical, and helped her understand child protection processes as she prepared for her baby. Around her, services came together: crisis assistance, refuge referrals, crisis payments, free legal advice about her visa, and regular counselling. Slowly, Jessica began to imagine a different future, and decided she would leave after her baby was born.

When she was ready

Four months after her baby arrived, Jessica reached out to her case manager. The violence had escalated, and after a physical assault she knew it was time. We supported her to get medical care and report to police. Her husband was arrested and a new ADVO was put in place. A trusted friend from her church gave her somewhere safe to stay while we made a clear safety plan together. Within 24 hours, Jessica and her baby were safe in refuge.

Where she is now

We're still beside her, with court advocacy, transport and essentials, as she works to resolve her visa and move towards a stable home. Step by step, Jessica is taking her power back, building a future for her child shaped not by fear, but by strength, hope and possibility.



What made the difference

Patience, not pressure. We moved at Jessica's pace for eight months, so when she was ready to leave, she knew exactly who to call.

Services working as one. Crisis support, legal advice, counselling and payments came together around her and her baby.

Fast, practical help. When the moment came, a safety plan, a safe phone and brokerage support meant refuge within 24 hours.

> **"I feel a lot lighter."**
>
> JESSICA, ON KNOWING SHE IS NO LONGER ALONE

*Names and details have been changed to protect the identity of Human & Co's client

DOMESTIC, SEXUAL & FAMILY VIOLENCE COUNSELLING SERVICE

THIS YEAR, WE SUPPORTED

95

women to heal, cope and take back control



Our specialised Women's Counselling Service launched in September 2024, for women who have experienced domestic, family, or sexual violence - whether recently or in the past. We offer free, short-term counselling that's trauma-informed, compassionate, and without judgment. Our qualified counsellors create a safe, supportive space where women can talk openly, without shame, and begin to make sense of what they've been through.

Whether someone is in crisis or living with the long-term impacts of violence, we walk alongside them to help build on their strengths, explore ways to cope, and take meaningful steps toward healing and reclaiming control in their lives.

Everyone's journey is different—and we're here to support each one with care, respect, and understanding.

THE YEAR IN HIGHLIGHTS

More women reaching out
An increased referral rate from women wanting to access counselling.

Bringing Up Great Kids program run

Confidence League program run

A new team member joined

Counselling Pilot extended in recommissioning

New counselling rooms
The counselling team began working from Core and Cluster with new counselling rooms in December 2025.

CLIENT STORY

Leah: from surviving to reclaiming her power

Read her story, page 27

CLIENT STORY · DOMESTIC VIOLENCE COUNSELLING SERVICE

LEAH: FROM SURVIVING TO RECLAIMING HER POWER

She didn't need to be told to move on. She needed to feel safe, heard and believed.

LEAH'S JOURNEY

1 **BEFORE**
14 years of abuse, and fear that followed her after she left

2 **TRUST**
Feeling safe, heard and believed by her counsellor

3 **12 MONTHS**
Stabilising, healing and rebuilding who she is

4 **NOW**
Legal protection, full custody, and hope for the future

Living in fear

For 14 years, Leah* endured verbal and emotional abuse, coercive control, intimidation and property damage at the hands of her former husband. Even after she left, the abuse continued. He broke into her home, stalked her, and repeatedly appeared at the children's schools.

The trauma took a devastating toll: severe post-traumatic stress disorder, debilitating panic attacks, chronic sleep deprivation and significant weight loss. Even grocery shopping became overwhelming.

Trust comes first

Previous experiences had left Leah feeling let down by systems meant to help. Her counsellor, Jessica, understood that healing could only begin once Leah felt emotionally safe, heard and believed. Over 12 months, Jessica walked alongside her with consistency, honesty and compassion.

From surviving to rebuilding

They focused first on safety and stabilisation. Jessica helped Leah understand her trauma responses and build a personalised toolkit of grounding techniques, mindfulness, breathing exercises and practical coping strategies. As the panic attacks became more manageable, the focus shifted to rebuilding: rediscovering her identity after years of coercive control, setting healthy boundaries and trusting her own decisions again.

Through ongoing legal proceedings and misuse of police processes by her former partner, Jessica stayed firmly in Leah's corner.

Safety for the whole family

One of Leah's daughters developed severe anxiety after repeatedly encountering her father at school, too frightened even to collect a school award. Jessica connected the children with counselling through Rosie's Place and, with Legal Aid and other agencies, Leah obtained an ADVO covering all three children and full custody. With safety restored, the children began engaging confidently at school and in their community.

Where she is now

Today, Leah describes herself as someone who has reclaimed her power. She knows what she stands for, understands her worth, and confidently advocates for herself and her children. And she has rediscovered something she had not felt for many years: hope.



What made the difference

Trust before treatment
Healing began once Leah felt safe, heard and believed.

A toolkit for hard moments
Grounding, mindfulness and breathing made panic manageable.

Someone in her corner
Steady support through complex legal and police processes.

Healing the whole family
Counselling for her children, an ADVO and full custody.

Today, Leah knows what she stands for, understands her worth, and has found hope again.

*Names and details have been changed to protect the identity of Human & Co's client and staff member.

ACCOMMODATION & OUTREACH

OASIS: Outreach Accommodation Support Intervention Services
In Western Sydney, OASIS provides safe, supported accommodation for women and children escaping domestic and family violence, helping them move from crisis towards safety and stability.
Accommodation services provide a safe place to stay alongside tailored support to secure longer-term housing.
Outreach services offer personalised support to women in their homes and communities.
Core and Cluster site provides self-contained accommodation for families, including women with older sons, helping keep families together without compromising their safety.

Children and Young People
Children are victim-survivors of domestic and family violence in their own right. Our Specialist Workers for Children and Young People provide tailored, age-appropriate and culturally responsive support, ensuring children feel safe, heard and supported in refuge and beyond.

Wilcannia Safe House (WSH)
In Far Western NSW, Wilcannia Safe House provides a safe and welcoming space for Aboriginal and Torres Strait Islander women and children experiencing domestic and family violence. We offer overnight, short and medium-term accommodation, alongside community outreach and drop-in support, giving women space to feel safe, access support and make informed decisions for themselves and their families.







OUTREACH ACCOMMODATION SUPPORT INTERVENTION SERVICES OASIS



THIS YEAR, OASIS SUPPORTED

604

women and children through refuge and outreach

130% of our 464 target

ADDITIONALLY WE SUPPORTED:

280 children and young people through our Accompanied Children's Support Service

176 women and children in our new Core & Cluster refuge since it opened
152% of half-year target

OASIS proudly serves Western Sydney's Hills district and Blacktown LGA, offering both refuge accommodation and outreach support for women and children affected by domestic and family violence. We recognise that safe, stable housing is just the first step. We work alongside individuals to secure long-term accommodation and address their broader needs to support lasting safety and stability. Dedicated specialist staff deliver evidence-based interventions and holistic support for children and young people accessing our services. Our outreach team meets people where they are, offering compassionate support in the community to those experiencing or at risk of homelessness due to domestic and family violence.

OASIS now incorporates our Accompanied Children's Support Service, which helps children and young people who are at risk of homelessness or have experienced domestic and family violence. We understand that every child's situation is unique, so our support is all about what works best for them - whether that's in one of our refuges or out in the community through outreach.

Taking a person-centred approach, we tailor our care to fit each child or young person's life story - considering their age, gender, culture, language, and identity - to make sure they feel safe, heard, and supported every step of the way.

THE YEAR IN HIGHLIGHTS

OASIS launched

In July 2025, ROAR and ACSS merged to form OASIS, bringing both teams together under one service.

Core & Cluster opens

Our new refuge opened in December 2025, with three families settled in by Christmas.

A fresh look for Essie's

Upgrades and renovations to one of our Western Sydney refuges.

New 12-week refuge program

Created and launched. By June, clients averaged 8 weeks in refuge, with positive outcomes.

CLIENT STORY

Kate: From Crisis to Independence

Read her story, page 30

KATE: FROM CRISIS TO INDEPENDENCE

She left with only the clothes they were wearing. Four months later, she had a home.

KATE'S JOURNEY

1. **LEAVING** — A brave step, with her children and little else
2. **REFUGE** — A safe place to land at PAMS refuge
3. **SUPPORT** — Someone by her side through applications, agents and costs
4. **NOW** — A home of her own, just four months on

Leaving

Kate* waited until her partner, who was using violence, had gone to work. Then, with enormous courage, she gathered her children, including her baby, and walked out the door with only the clothes they were wearing and a few precious belongings. She came to Pam's Place needing somewhere safe to land.

Starting over

Kate had never rented a home of her own. She was carrying the weight of everything she had lived through, caring for her little ones, and trying to imagine what a safe future could look like for them all.

Walking alongside her

From the day she arrived, our team walked beside her. They sat with Kate through every rental application, spoke up for her with real estate agents, and helped her find a way into a rental market that can feel closed to anyone without a history.

Mission Australia Housing's Priority Project joined us to help clear the path, and Human & Co helped cover her bond and two weeks' rent, so Kate could focus on turning a new place into a home.

Where she is now

Just four months after she first arrived at Pam's Place, Kate turned the key to a private rental of her own: a safe, stable home where she and her children can settle.

But her journey didn't stop at the front door. Kate has kept going to counselling, giving herself space to heal, and she continues to grow in confidence, independence and wellbeing.

The impact

Kate's story shows what's possible when people pull together around a family. With the team, Pam's Place and Mission Australia Housing's Priority Project side by side, the barriers in her way were lifted, and Kate moved from crisis to a home of her own.

What made the difference

Someone in her corner.
Our team supported Kate through every rental application, advocating with agents so her lack of rental history didn't stand in the way of a home for her family.

Partners who pulled together.
Mission Australia Housing's Priority Project helped secure her bond and rent, allowing Kate to focus on making a home.

Room to heal.
Counselling gave Kate space to recover and rebuild. She's still attending and growing stronger every day.

Effective DFV support isn't just about helping women leave violence. It's about walking alongside them as they rebuild.



*Names and details have been changed to protect the identity of Human & Co's client

CLIENT STORY · ACCOMPANIED CHILDRENS SUPPORT SERVICE

JULIA: A FRESH START, WITH SOMEONE IN HER CORNER

A roof wasn't the end of her story. It was the beginning.

JULIA'S JOURNEY

1. **BEFORE** — Expecting a baby, with nowhere to live and no one to call
2. **FIRST STEPS** — Someone in her corner, getting the urgent things right
3. **LONGER WORK** — space to heal, and help planning for the future
4. **NOW** — Her baby safely here, and moving forward with confidence

Her story

Julia* was 29, heavily pregnant, and completely alone. Having spent most of her life in care, she had never had the safety net that most of us take for granted. No family. No network. No one to call.

She had moved away to put distance between herself and a person who had caused her harm. Starting over with no connections and no support left her feeling invisible. She had been homeless for several months, had not attended a single antenatal appointment, and her baby was due in less than eight weeks.

She felt let down by a system that offered short-term interventions without always recognising the bigger picture or the ongoing support needed to achieve lasting stability to thrive. She came to Human & Co carrying years of unaddressed trauma, a complex history, and very little left in the tank. What she found was Lucy.

What changed

Lucy had spent five years in the out-of-home care sector before joining Human & Co. She understood what it meant to grow up without a family who shows up, and the exhaustion of a lifetime of systems that weren't designed with you in mind.

Lucy started with the urgent things: antenatal appointments booked and supported, a new pram Julia chose herself, a fridge for her apartment, and a $1,000 voucher to give her a real start.

Then came the longer work. Lucy connected Julia with mental health services, supported a referral for NDIS assessment, and helped her research schools in her new area and through enrolment - not by doing it for her, but by walking alongside her until she could see her own capability.

At one point, Julia said she hadn't realised she was being proactive. That observation says everything.

Where she is now

By the time her baby arrived, Julia had attended her antenatal appointments and engaged with mental health supports. DCJ, who had been involved with her case, stepped back once these outcomes were achieved.

Julia is moving forward, addressing her mental health and trauma with support. She is self-aware, engaged, and building something. For a woman who had spent her whole life being failed by the systems meant to help her, that is not a small thing.



What made the difference

Someone who understood
Lucy knew what growing up in care can mean.

Practical things first
Getting the urgent things right brought calm to the chaos.

Alongside, not instead
Walking with Julia until she could see her own capability.

Support beyond a roof
Housing was the beginning of the work, not the end.

She had the capacity all along. She just needed someone to believe it first.

*Names and details have been changed to protect the identity of Human & Co's client and staff.

WILCANNIA SAFE HOUSE SERVICE

THIS YEAR, WE SUPPORTED

133

people to find safety, stability and healing



Wilcannia Safe House (WSH) offers a safe and welcoming place for women—both with and without children—who are experiencing or escaping domestic and family violence. Located in the heart of the community, WSH provides overnight, short, and medium-term accommodation in independent units. When agreed upon by all residents, these units can also be shared to meet the needs of more individuals or families seeking safety.

Beyond accommodation, WSH extends outreach support to people in the community who are experiencing domestic and family violence, are homeless, or at risk of homelessness—meeting people where they are and offering support with care and respect.

WSH proudly and predominantly supports Aboriginal and Torres Strait Islander people, providing culturally safe, community-connected care to help individuals and families find safety, stability, and healing.

THE YEAR IN HIGHLIGHTS



Thank you, Aunty Trish Whyman

We celebrated Aunty Trish's retirement this year after giving 15 years of dedicated service, supporting women and children in Wilcannia.

New playground installed at the Safe House

Children & Young People Colour Run

launched for community engagement and involvement

Staff housing allocated

Secured through the Department of Social Services Housing Project.

2025 Fashion Parade

with over 50 children and young people participating, learning about the rights of a child and celebrating their individuality.

CLIENT STORY

Jan: from a car to a future she built herself

Read her story, page 33

CLIENT STORY · WILCANNIA SAFE HOUSE

JAN: FROM A CAR TO A FUTURE SHE BUILT HERSELF

She gave things a go. She just needed somewhere safe enough to try.

JAN'S JOURNEY

1 **BEFORE**
Working hard, but sleeping in her car with her daughter

2 **A ROOF**
A safe place to rest, and the start of something more

3 **12 MONTHS**
A team in her corner, and room to grow and heal

4 **NOW**
A home of her own, and the confidence to look ahead

Designed out of help

Jan was 48 years old, living out of her car with her nine-year-old daughter. She was working - earning just under $600 a week - and that was precisely the problem. Her income sat just above the threshold for social housing, the only housing option available in Wilcannia. She was caught in an impossible position: keep her job and stay homeless, or give up the income that gave her and her daughter some stability.

She arrived at Wilcannia Safe House with a full-time job, a child in tow, and nowhere to sleep. The system had designed her out of help.

A roof, then real work

The Safe House started with what she needed most: a roof. What was initially three days of temporary accommodation stretched to twelve months of support, because the team could see there was real work to do - and Jan was ready to do it.

The team became her biggest advocates. They pushed to have the income threshold reviewed, and navigated barriers with private real estate on her behalf. When social housing remained out of reach, they found another path: Jan purchased her own caravan, and the safe house team negotiated with a local caravan park (Warrawong on the Darling) to secure her a permanent spot. They helped her set it up as a proper home.

The personal work

Alongside the practical, there was personal work. Jan was connected to counselling through a warm referral, supported with health appointments, NILS access, and Ready Work to sharpen her employment credentials - police checks, Working with Children checks, and all the steps that open doors. She joined women's groups, took part in legal literacy sessions, and picked up craft hobbies. She showed up, again and again, even when self-doubt told her not to.

Where she is now

Jan now has long-term housing security, improved wellbeing, and the confidence to look forward. She has increased her working hours, is actively seeking a new job, and describes herself as empowered. The counselling and connection she found at the Safe House helped her heal in ways that go far beyond housing - opening her up to possibilities she couldn't see when she was sleeping in a car.

What made the difference

A job doesn't mean a home
Rigid income thresholds can leave working women with nowhere to go.

Time to do the real work
Three days became twelve months: time to rebuild, not just a bed.

Advocacy finds another path
When social housing stayed shut, the team found a caravan spot to call home.

Healing beyond housing
Counselling, groups and new skills built the confidence to look forward.

"The Safe House gave me the time and support I needed to get back on my feet - and the confidence to keep going."



*Names and details have been changed to protect the identity of Human & Co's client

OUR IMPACT & HIGHLIGHTS

Everyone deserves safety

We're proud of the difference Human & Co continues to make in the communities we serve. We're committed to growing our impact across NSW and strengthening the support we offer women and children experiencing domestic and family violence and homelessness.

THIS YEAR, WE SUPPORTED more than

1,700

women and children impacted by or experiencing domestic and family violence

OUR PEOPLE

8%

Voluntary employee turnover at 8%

CERTIFIED

third year in a row as a certified Great Place to Work

NEW

Wellbeing Coordinators implemented to support our people

ACROSS OUR SERVICES

610
women and children supported through crisis with DVCSS
Target of 442 exceeded

199
women supported through OASIS refuge and outreach*

405
children and young people supported through OASIS refuge and outreach*

176
women and children in our new Core & Cluster refuge
152% of half-year target

143
people towards safety and a home with MOMO

133
people found safety at Wilcannia Safe House

95
women healing through our counselling service

8 weeks
average refuge stay under our new 12-week program

*Exceeded contract target by 130%

SYSTEMS & INNOVATION



YEAR AT A GLANCE

1

All-Staff Portal, launched in August 2025 and is now embedded in our ways of working every day

2

key databases transitioned from spreadsheets to purpose-built SharePoint lists

3

Western Sydney sites with upgraded, more secure networks

Highlights

- SharePoint revamp: every site rebuilt
- New Risk of Significant Harm (ROSH) register
- Up-to-date stakeholder database
- Power Automate for approvals and processes
- Claude Team set up and AI experiments underway

Smarter systems, more time for the human work

This year, we built the systems and processes that make Human & Co more efficient, more compliant and clearer to navigate. The goal: internal systems as supportive and empowering as the work we deliver in the community, so our people spend less time on "the work around the work" and more time making an impact.

Our hero tools

01

SharePoint lists

Replaced Excel where it made sense, from our ROSH register to our stakeholder database.

02

Power Automate

Approval flows for everything from mileage claims to Wilcannia accommodation requests.

03

AI

Early use through Claude Team, supporting car fleet monitoring and technical support.

Human & Consultation first

Every change started with our people. By pairing real conversations with technical exploration, our internal process maturity is growing: more efficient, more compliant and ready to scale.

Connected in every corner

Our network upgrade across three Western Sydney sites transformed connectivity, especially at Pam's. Everyone can now get online (and print!) anywhere on site, with stronger security that's easier to maintain.

> **"This is a future-focused mindset. We're always looking for ways to get better, and using technology to make room for the important human work at the core of everything."**

Katie Morrison, Business Administration Lead

RECONCILIATION ACTION PLAN

A message from our First Nations Advisor

This year, Human & Co resumed work on our Reflect Reconciliation Action Plan, renewing our commitment to reconciliation and laying the foundations for deeper cultural understanding, meaningful relationships and culturally safe practice across our organisation.

This work does not happen on its own. I want to thank the dedicated staff who have given their time, honesty and care to the Working Group. They came to the table as equals, asked hard questions, and listened just as closely. Their commitment is to turn good intentions into meaningful action and lay the foundations for a plan we can stand behind. I believe deeply that this RAP will be fundamental to raising awareness, free from prejudice, among all staff, our committees and our leadership. It calls on Human & Co to provide what is needed for our Aboriginal and Torres Strait Islander colleagues, clients and communities to thrive.

To my Aboriginal and Torres Strait Islander colleagues: I will keep bringing the issues you raise to the table, and I will always advocate for a resolution. Not every outcome will be the one we hope for, but I promise to seek common ground, and a genuine win-win, wherever it is possible.
To my colleagues from all other backgrounds and cultures: I commit to leading with respect, and to being open as we build a better, more inclusive workplace for everyone.

> **“Reflect is only the beginning. As we look beyond the horizon, I look forward to walking this journey together, with honesty, humility and hope.”**



Mary Ronayne

First Nations Advisor and Chair, Reconciliation Working Group

OUR STRATEGIC PLAN

Lead with care.
Deliver with impact.
Grow with purpose.

This Strategic Plan sets out the vision and direction of Human & Co as we continue to lead with care, deliver with impact and grow with purpose. Never losing sight of our feminist roots and commitment to social justice, the plan reflects our focus on supporting staff, empowering women, and delivering high-quality, responsive services that reduce harm and create lasting change. Through bold leadership, strong, growing and inclusive partnerships, and sustainable growth, we are shaping a safer, more equitable future for women, children and families.

Our three pillars

01

Lead with Care

Supporting staff, developing leaders and empowering women

02

Deliver with Impact

Providing high-quality, responsive services that reduce harm to women and children

03

Grow with Purpose

Expanding strategically for long-term success

STRATEGIC PLAN · PILLAR 01

01

Lead with Care

Supporting staff, developing leaders and empowering women

Human & Co is committed to cultivating a workplace culture grounded in care, equity and excellence. As an employer of choice, we lead by example, developing advanced people and employment practices that are not only internally effective but are also shared to elevate sector-wide standards. We are intentional about addressing pay equity issues and driving sector change in remuneration and reward systems, to ensure fairness and dignity for all employees.

Recognising the power of leadership, we invest in both current and emerging leaders, ensuring the sector is equipped for a stronger, more resilient future. We create opportunities for our team to grow, shift and thrive, empowering women at all levels to step into leadership roles and influence the system for the better.

Our workforce is agile, adaptable and cross-skilled, so we can respond to changing community needs. By nurturing strong, ethical leadership and prioritising staff wellbeing, we build a foundation of care that creates ripples of impact far beyond our own organisation.

Our focus areas

01 Employer of Choice

Human & Co is an employer of choice and develops and maintains advanced people and employment practices that we model, lead and share with the sector.

02 Commitment to Equity

Human & Co advocates for a shift in remuneration and reward, and consciously works to reduce pay equity issues for employees.

03 Growing Leaders

Human & Co supports the sector leaders of today and develops the sector leaders of tomorrow.

04 Developing People

Human & Co leads in adopting sector-wide employment initiatives to advance workforce capability. Our staff are adaptable, agile and able to best meet the needs of the people we serve.

STRATEGIC PLAN · PILLAR 02

02

Deliver with Impact

Providing high-quality, responsive services that reduce harm to women and children

Human & Co delivers trauma-informed, person-centred services that aim not only to respond to immediate need, but to disrupt intergenerational cycles of gender-based violence. Our work is rooted in the principle that real, lasting change must involve the whole family, the broader community, and shared responsibility across systems.

We walk alongside Aboriginal communities, co-designing and co-implementing initiatives that are culturally responsive and grounded in truth-telling and mutual respect. We recognise that the solutions to violence must be created with, not for, the communities we serve.

Human & Co advocates for a sector-wide shift in approach, centring safety, dignity and agency for women and children. Our initiatives support keeping families safely together wherever possible, while working with partners to develop more effective responses to perpetrators of violence.

Through evidence-informed practice, partnership and a relentless focus on quality, we deliver services that are responsive, compassionate and impactful.

Our focus areas

01 Whole Family Solutions

Whole-of-family initiatives are planned and developed to disrupt patterns of gender-based violence, and we seek shared solutions for safe communities and a society free from violence.

02 Commitment to Culture

Human & Co works in partnership with our Aboriginal sisters to seek, support, co-design and co-implement programs to meet need.

03 Inclusive Approach

Human & Co works in partnership with marginalised communities, values self-determination and sovereignty, and seeks solutions that are reciprocal and mutually beneficial.

04 Driving Change

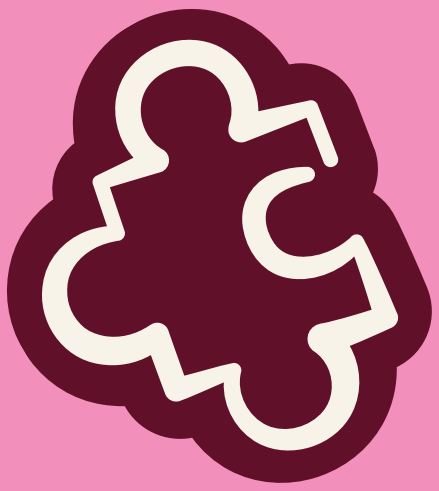
Human & Co drives a shift to keep more women and children safely at home, while supporting effective sector initiatives in the management of perpetrators of violence.

STRATEGIC PLAN · PILLAR 03

03

Grow with Purpose

Expanding strategically for long-term success



At Human & Co, growth is intentional, values-led and grounded in our mission to support families to thrive and live free from violence. It is also grounded in reality: significant growth in government funding is unlikely given global pressures, so the not-for-profit sector must think differently about how we manage costs. This strategy focuses on planned, sustainable growth and on managing costs effectively and efficiently. Our brand stands for innovation, inclusivity and agility, keeping its strong feminist roots while evolving to reflect a new era of collective responsibility, accountability and whole-of-community solutions.

We actively shape what respectful and reciprocal partnership looks like. By forging strong alliances with funders, community organisations and sector peers, we amplify our collective impact and the visibility and voice of women and children.

Growth at Human & Co is never accidental. Robust governance, leadership, compliance and quality systems let us grow sustainably while staying true to our purpose, pursuing opportunities that align with our values and contribute to a safer, more equitable society for all.

Our focus areas

01 Innovative Presence

Human & Co is inclusive, innovative and agile, adapting messaging and services to an age of shared responsibility with community in reducing gender-based violence, embedded in truth-telling, meaningful partnerships and effectiveness.

02 Commitment to Partnership

Human & Co is a respected sector and industry organisation that actively builds respectful and reciprocal partnerships for the benefit of the movement.

03 Planned & Strategic

Human & Co has the governance, leadership, compliance and quality mechanisms to ensure growth is planned and sustainable, and seeks expanded opportunities through partnerships, funders and the community.

04 Whole Community Solutions

Human & Co shapes what good partnership is through its commitment to the sector and our mission for women and children, while advocating for greater visibility of whole-of-community solutions.

Insight Exchange centres lived expertise of domestic, family and sexualised violence. It is designed to inform and strengthen social, service and system responses to violence and abuse.

Insight Exchange provides free (donated) information, insights and reflection materials to people in any community, service or system. Our thanks to every person who contributed insights for the benefit of many.

Insight Exchange is led and managed separately to Human & Co support services.

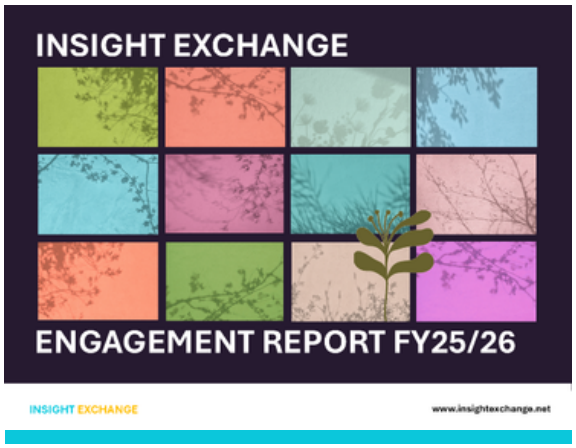
The work of Insight Exchange is enriched by all who participate, as well as Associate colleagues, collaborators, in-kind supporters, individual contributors, industry specialists, suppliers and a silent donor.

ENGAGEMENT REPORTING

Descriptions of local and international initiatives, engagement, impact and updates feature in the Engagement Reports hosted on the Insight Exchange website.

Our 'Engagement Reporting' is designed to share with participants, and the public, a picture of responses to the lived experience insights and materials. Engagement Reporting is published each financial year providing a snapshot of engagement. The reporting includes a hybrid of quantitative and qualitative data as well as financial year analysis.

We invite you to read the following reports:



FY25/26 Engagement Report
July 2025 – June 2026

FY25/26 Engagement Report (July 2025 - June 2026)



Engagement Report – Spanish Portfolio
2022 – 2026 (Report in English)

Engagement Report - Spanish Portfolio (2022 - 2026)

When new information, initiatives or insights are available we share this through the Insight Exchange updates: www.insightexchange.net/updates

CONTACT US

More information about Insight Exchange can be found at www.insightexchange.net
Contact the Director Sal Dennis [contact@insightexchange.net]

TREASURER'S REPORT
SUZANNE EVANS



Human & Co remains in a sound financial position, supported by significant reserves and a strong balance sheet.
At 30 June 2026, net assets were $6.72 million, compared with $7.23 million in the prior year. DVSM (the consolidated entity) recorded a deficit of $508,303, reflecting increased investment in service delivery and Insight Exchange activities, together with lower income compared with the prior year.

$6.72m
Net assets
2025: $7.23m

$9.30m
Total income
2025: $10.23m

$9.78m
Total expenses
Up approx. 14%

$7.59m
Cash and interest-bearing deposits
At year end

Financial Performance

Total income for the year was $9.30 million (2025: $10.23 million), a decrease of approximately 9%. Grant revenue increased by approximately 5% to $7.41 million and continued to provide a solid foundation for Human & Co's activities. The overall reduction in income primarily reflected lower non-corporate donations following the particularly strong level received in the previous year, partially offset by increased grant revenue.

Total expenses were approximately $9.78 million, an increase of approximately 14% on the prior year, reflecting continued investment across the organisation. Employee costs increased by approximately 7% to $6.05 million, client expenses increased to $915,000, and expenditure on Insight Exchange increased to $1.73 million as activities continued to develop.

Human & Co maintained substantial financial resources at year end, with $7.59 million in cash and interest-bearing deposits. These resources provide a solid foundation to support ongoing service delivery and the organisation's strategic priorities.

Looking Ahead

Human & Co will continue to balance careful financial stewardship with the appropriate use of its resources to support services, strategic initiatives and sustainable impact. Our focus remains on strengthening and diversifying funding, maintaining effective cost management, and directing our resources towards activities that improve safety and wellbeing for the individuals, families and communities we serve.

Acknowledgment

I would like to thank our dedicated team for their commitment throughout the year. Their focus on service delivery, responsible management of resources and strong financial controls continues to support Human & Co's financial sustainability and, most importantly, its ability to deliver meaningful impact.

Suzanne Evans
Treasurer | Human & Co

FINANCIALS

DOMESTIC VIOLENCE (NSW) SERVICE MANAGEMENT CONSOLIDATED
STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE YEAR ENDED 30 JUNE 2026

	FOR THE YEAR ENDED	30 JUNE 2026	30 JUNE 2025
REVENUE AND OTHER INCOME			
REVENUE			
Revenue from Contracts with customers		7,422,042	7,098,159
Other revenue		1,684,661	2,855,762
Interest revenue from financial assets measured at amortised cost		196,641	275,081
Total revenue and other income		**9,303,344**	**10,229,002**
EXPENSES			
Employee benefits expense		(6,049,079)	(5,633,604)
Client expenses		(914,880)	(662,762)
Rent and occupancy expenses		(264,217)	(229,381)
Depreciation		(43,788)	(5,297)
Travel expenses		(46,578)	(48,207)
Computer and telecommunications expenses		(172,602)	(148,863)
Professional fees		(62,767)	(141,787)
Motor vehicle expenses		(143,126)	(128,389)
Conference and meeting expenses		(96,414)	(78,989)
Insight Exchange Project		(1,733,126)	(1,213,982)
Other projects		-	(7,467)
Interest expense		-	(858)
Low value assets expense		(18,979)	(48,413)
Other expenses		(236,804)	(221,527)
(Deficit)/surplus before tax income		**(479,016)**	**1,659,476**
Income Tax expense		(29,287)	-
(Deficit)/Surplus after income tax expense for the year attributable to the members of the Company		**(508, 303)**	**1,659,476**
Retained earnings at the beginning of the year		7,228,870	5,569,394
Retained earnings at the end of the year		**6,720,567**	**7,228,870**

STATEMENT OF CONSOLIDATED FINANCIAL POSITION	AS AT	30 JUNE 2026	30 JUNE 2025
ASSETS			
Current assets		7,751,387	8,585,272
Non-Current assets		371,309	426,498
Total assets		**8,122,696**	**9,011,770**
LIABILITIES			
Current liabilities		1,346,411	1,624,235
Non-Current liabilities		55,718	158,665
Total liabilities		**1,402,129**	**1,782,900**
Net assets/ total equity		**6,720,567**	**7,228,870**

Full audited financial statements can be found at humanandco.org.au. All figures are in Australian dollars.

Snapshots













2025/2026







Human & Co Team







Snapshots













2025/2026







Human & Co Team







THANK YOU

Thank you to our funders : DVSM (Trading as Human & Co) Service Delivery is funded by the NSW Government Department of Communities and Justice (DCJ) .

A special thank you from our Senior Leadership Team
Everything we achieve starts with the people around our table. To the partners and supporters who share their counsel, skills and generosity with us: you make our work stronger every day. Thank you. DVNSW, Homelessness NSW - Bec Pinkerton and the team at HOMES NSW, Centrix, Pitcher Partners audit team - Melissa and Kuda, Bespoke Payroll - Michael and Jake, Link Wentworth, Blacktown City Council, Central Darling Shire Council, Matt and Sarah Brown and Rochelle Cole from She Is Not Your Rehab, the Department of Communities and Justice teams we work closely with, ACWA, Bec Webber, Frances Burns, Pete Lucas and the entire team at Engineroom, Darryl Gardiner from Rolling with the punches, Yumi Lee from Older Women's Network, Dr Rod Lane, Corrs Chambers Westgarth for their counsel – Natalie Bryant and Kate Lekberg, Jurgen Bebber and Anika Di Pietro and their teams. A big thank you to Matt Clemow and Lyn Kennedy from Warrawong on The Darling for their support of our visiting staff, clients and Wilcannia service team. Thank you to our support team Sarah Mckenzie and Frank Catanzariti for their dedication to our refuge spaces.

OASIS Team would like to thank : Mission Australia – Priority Project, Rise Up, Women's Housing, Evolve, Bonnie's, House of Sakinah, Shift program, Muslim Women Australia.

Our Specialist Service Teams would like to thank : The Hills Shire Council, Blacktown City Council, Parramatta Cumberland Domestic Violence Prevention Committee, Mount Druitt and Parramatta DCJ Housing, Parramatta Mission and Parramatta Community Corrections, WASH House, Rosies Place, Westpoint Blacktown, Blacktown Women and Girls, Blacktown Sexual Assault service through Blacktown Hospital, Newtown Neighbourhood Centre, Wayside Chapel, Banskia Women, DCJ Strawberry Hills, Inner City WDVCAS, Relove, GGTasker our wonderful removalist Gerald.

The Wilcannia Safe House Team would like to thank: Senior Constable Katie and Brandon Adams (Wilcannia Police), Sissy Cearns (NSW Department of Education), Tamara McDermott (DCJ Housing), Jenny Edwards (Maari Ma), Samuel Daymond and Rachel Holmes (Wilcannia Central School), Danika Tonna, Lilli Lawson and Shirley Ann Meurant (Murdi Paaki Housing, Aboriginal Community Housing Provider), Francesco (Legal Aid), Tegan (Staying Home Leaving Violence), Nicole Bonell Olds (the Salvation Army), St Therese's Community School and Central Darling Shire Council.

To every sponsor, supporter, donor and volunteer, past and present: thank you, from our whole team and the communities we serve. Your generosity means more women and children can find safety, support and a fresh start. We're especially grateful to our peak bodies, including DVNSW and Homelessness NSW, and to our service partners across Greater Sydney and Far West NSW. We couldn't do this without you.

human&co

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