

halo

CARE & SUPPORT

ANNUAL REPORT

2025



9498 4800



info@halocare.org.au



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Get to Know Us

Vision

As a Christian Association, halo will be recognised as an agency of choice for providing aged and disability care. The passion and commitment of our people will provide the basis for innovative, high-quality services and programs that enable and transform the health and well-being of the individual.

Mission

Our mission is to provide practical services in a respectful manner to enable the individual to remain living in their own home with dignity and confidence and where possible to enhance their social interaction and contentment in life.

Our Values

Our values of Justice, Respect, Service, Care and Unity are paramount in assisting us to achieve our mission of offering flexible, dignified and responsive care services to enable our clients to maintain their independence, connect with their community and strengthen carer relationships.

Our five guiding strategic principles for 2023 - 2026

Services

Quality Services delivering independence, connection and care

People

Values driven, motivated, skilled, diverse people delivering our purpose

Organisation

Governance, systems and infrastructure that sustains performance and culture

Financial

Strong financial position, enabling quality outcomes

Reputation

Well-regarded and positioned in the sector and beyond

Chair Report

Adrian Bennett
Chair



The last year has seen a great deal of change as we prepared (and continue to do so) for the move towards a single government program under which aged care services are provided. This has also extended to the services we provide under other programs as we seek to provide the best possible service.

The Board has also taken the required steps to ensure that we meet the requirements expected of us by each of those programs; we view this as the absolute minimum required and we seek to ensure that all we do not only honours those we provide services to, but also provides an opportunity for you to experience and enjoy life as you would like to.

“Our mission is to provide practical services in a respectful manner to enable the individual to remain living in their own home with dignity and confidence and where possible to enhance their social interaction and contentment in life.”

Our professional development as a Board continues, with more than half the Board being graduates of the company director course through the Australian Institute of Company Directors (AICD). This is not the end of our learning, and we are engaged in ongoing professional development not just as directors but also the roles we fill outside of HALO. While we are united in Christ, we are also a very diverse group, and it is this which brings broad experience to the discussions we have. This unity in diversity reminds me of 1 Corinthians 12:12, which says “Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ.”

We also value the input of the advisory groups, the feedback from surveys and the feedback gathered through compliments and complaints. Thank you for your support and taking the time to tell us what will make life even better for you. We do this for you – our clients, your loved ones, your carers, our staff who serve you, our communities and our funders. We count it a blessing and a privilege. May God bless and keep you all as we look forward to the year ahead.

CEO Report

Bridget Harvey

CEO



2025 has been a landmark year for the aged care sector. The national reform agenda has reshaped the way services are delivered, governed, and experienced. For halo, this has been both a challenge and an opportunity.

We have chosen to see reform not simply as compliance, but as a chance to strengthen the way we deliver care, to innovate, and to demonstrate excellence.

Throughout the year, we have focused on embedding the new Aged Care Act and Quality Standards into everything we do. This has meant redesigning systems, investing in workforce development, and working closely with people we support to ensure that their voices are at the centre of everything we do. We are proud of our Friends of halo and Ohana groups for being proactive and leading us to systemic improvements in both aged care and disability at halo in safety, choice, quality and overall experience.

Our financial performance has remained steady as we have taken a conservative approach while we navigate the uncertainty of the reforms and this is key to ensuring we can continue to grow and invest in our people, technology, and services.

What makes our progress possible is the extraordinary commitment of our staff and volunteers. Their resilience, compassion, and professionalism underpin everything we achieve. The Board's guidance and the trust of our clients, families, and partners have also been crucial in navigating this time of transformation.

I extend my deep thanks to everyone who has contributed to our achievements in 2025.

Together, we will ensure that halo remains a place where care is delivered with dignity, respect, and humanity at its core.

Operations Report



Bec Peredi

Operations Manager

Operations has been busier than ever this year. We've seen strong growth across all funded programs:

- Home Care Packages
- Commonwealth Home Support
- National Disability Insurance Scheme
- Veterans' Home Care
- Aged Care Volunteers Visitors Scheme

Over the past 12 months, we have supported more than 1,750 clients with services, and demand is still climbing. This growth reflects the confidence our clients place in halo. As our client base grows, we've invested in our people and resources to keep delivering great care:

- A new Enrolled Nurse joined the team, meaning we now deliver clinical care five days a week to clients with more complex needs.
- An additional member in our scheduling team has helped us stay on top of rosters and keep things running smoothly, even as service volumes keep rising.
- Two new Care Coordinators in CHSP are now on board, giving us more hands-on support to work closely with clients and their families, and helping people stay independent in their own homes.
- Expanded resources and group offerings have been rolled out across both the Lifestyle Centre and our NDIS programs. Our clients now have more opportunities to join social and skill-building activities, from monthly Out and About excursions and swimming groups to art, exercise, and social programs, helping to build connections, confidence, and wellbeing.

Operations Report

One of the real highlights for us has been the Bespoke Befriending program, which kicked off under the Aged Care Volunteer Visitors Scheme in 2023. It's been a hit; 48 clients are now connected with volunteers for regular visits and catch-ups. The best part has been watching the friendships form and seeing how much both clients and volunteers get out of it.

Looking ahead, our focus is all about getting ready for the Support at Home reforms starting 1 November. This is a big change in Aged Care, and we're working hard behind the scenes to ensure a smooth transition for our clients and their families. That includes:

- Updating our systems and processes so clients can easily see and manage their support, budgets, and care plans under the new SAH model.
- Equipping our team with the right skills and training to deliver flexible, responsive, and person-centered care every day.
- Working together with partners, stakeholders, and families to make sure clients experience a smooth transition and continue to receive the care and support they rely on.

What matters most to us is the difference we make in people's everyday lives. The feedback we receive from clients and families reminds us that it's about more than just services, it's about independence, connection, dignity, and choice. With a dedicated team by our side and a clear vision for the future, we're ready for the year ahead. We look forward to continuing to grow, adapt, and walk alongside our clients as they live the lives they choose.

Number or services provided 2024/25

1,582

VETERANS HOME CARE (VHC)

33,122

COMMONWEALTH HOME SUPPORT PROGRAM (CHSP)

34,117

HOME CARE PACKAGE (HCP)

526

CONTINUITY OF SUPPORT (COS)

950

BESPOKE BEFRIENDING (AGED CARE VOLUNTEER VISITORS SCHEME)

18,818

NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

Quality Report



Tianna Connor

*Compliance, Quality and Risk
Manager*

This year, halo focused on strengthening safety, quality, and continuous improvement across all services. Our priority has remained delivering safe, person-centred care and supporting our workforce to do their best every day.

In preparing for the new Aged Care Act and Strengthened Quality Standards, we are reviewing and adjusting our policies, procedures, training, and audits to ensure we're ready and aligned.

Workplace health and safety remained front of mind. We improved our approach to disaster and emergency planning, updated our business continuity plan, and strengthened risk reporting to keep clients and staff safe.

Feedback shaped much of our work. 2025 client survey results were overwhelmingly positive, with strong participation and clear feedback that people feel supported, respected, and listened to. Staff feedback through the People at Work survey also showed better co-worker support and recognition, helping us build a safe and collaborative workplace.

This year we also commenced the End-of-Life Directions in Aged Care (ELDAC) program, following a successful grant application. This project is helping us build workforce capability and embed best practice in palliative and end-of-life care, ensuring compassionate and meaningful support for people on this journey.

Looking ahead, we will continue to strengthen how we listen, learn, and improve. Our focus remains on supporting people to live well, feel safe, and be part of a connected community.

HR and People Report



Veronica Phillips
People and Culture Manager

People and Culture, in the past 12 months, has marked a period of growth and focus on operational efficiency. Despite sector-wide challenges, we continually attract passionate and high performing talent aligned with our values.

Category	Number (FY 2024–25)
Total Employees	160
Full-Time	31
Part-Time	62
Casual	67
Volunteers	30
GHM Contractors	21
Average Tenure	2.75 years Average Age 44 years
Gender breakdown	Male – 8 % Female 92%

Recognition of service goes into its second year with service recognitions of 12 staff with a tenure of between 5 and 20 years of service. Remarkably, almost 20% of our staff have served between 5 to 24 years of service.

HR and People Report

We continue to prioritise opportunities for low or no-cost support to strengthen the business. I'm proud to share that we've successfully engaged three local high school students for work experience, two university interns, and five individuals participating in rehabilitation programs who required host employers. One of these placements extended for nearly ten months, and another individual has since transitioned into a volunteer role.

Our sustained growth is driven by the increasing need for key hires, such as:

- Quality Officer
- Enrolled Nurse
- Social Media and Graphic Artist
- Care Coordinator
- Scheduler

Focus for the next 12 months

- Ensuring we comply with all the strengthened standards
- Continue to automate as much as can with our workflows
- Launch a range of new employee and volunteer training initiatives

Over the past year, we managed the company's social media platforms, created graphic design content, and put together newsletters to keep our community updated. These efforts helped grow our online presence, with LinkedIn followers increasing by 233% earlier in the year and another 80% in the following months. Facebook reached more than 20,000 views, while Instagram saw a big lift with views up nearly 300% and non-follower reach growing by more than 870%.

Posts featuring client stories, newsletter highlights, and local events were among the most popular, and the newsletters themselves became a more engaging way to share updates with stakeholders. Overall, these activities have helped strengthen halo's presence both locally and with audiences around Australia.

CFO Report



David R S Selwendra
*Executive Manager Finance and
Corporate Services*

We are pleased to report that HALO Inc. delivered a year of strong financial performance and strategic resilience for the financial year ended June 30, 2025. Despite facing increasing operational costs and sector-wide funding pressures, our disciplined financial management enabled us to achieve a net surplus and significantly strengthen our balance sheet.

Financial Performance Highlights

HALO Inc. generated a net surplus of \$345,126 for the year. This achievement underscores our ability to manage growth while continuing to invest in high-quality client services. Our net assets increased to \$4.80 million, up from \$4.50 million in the prior year, enhancing the financial stability and long-term sustainability of the organisation.

Revenue Growth and Service Demand

Our total income for the year reached \$13.13 million, representing a substantial 17.9% increase from \$11.14 million in FY2024. This exceptional growth was driven by soaring demand across our core programs:

Key Revenue Stream	FY2025 Revenue	Growth Rate
Home Care Packages (HCP)	\$6.86 million	↑24.7%
Commonwealth Home Support Programme (CHSP)	\$3.02 million	↑19.5%

The double-digit growth in both HCP and CHSP programs clearly reflects the effectiveness of our service delivery model and our expanding capacity to meet the growing needs of our community.

CFO Report

Strategic Investment in Operations

Total expenses rose to \$12.79 million, an increase of 19.1%. This rise was strategic, necessary, and directly linked to scaling our operations to meet demand:

- **Employee Costs:** Increased 18% to \$8.91 million. This primary investment reflects award increases and our proactive recruitment and retention strategies, which are critical for maintaining service quality and building a high-performing workforce.
- **Direct Client Services:** Costs for Consumables & Direct Client Costs rose 21.9% to \$2.01 million, indicating a direct increase in the resources allocated to supporting our clients.
- The overall net surplus was 15% lower than the previous year (\$405,962 in FY2024), a planned outcome resulting from the significant, strategic investments made in staffing and client service capacity during the period.

Strategic Outlook and Resilience

HALO Inc. is exceptionally well-positioned for continued expansion in the coming financial year (FY2025/26). While the operational landscape continues to evolve, marked by new funding models and uncertainty, our focus on agility and resilience ensures we are prepared to navigate any turbulence and capitalise on new market opportunities. We have recently made significant, forward-looking investments in key areas that provide us with a crucial competitive edge:

- Digital Transformation and Cyber Security
- Workforce Development
- Health and Safety initiatives
- Compliance and Governance

Our financial strategy remains centered on maintaining healthy reserve levels to provide a critical buffer against future funding volatility. Furthermore, we will drive greater operational efficiencies through rigorous monitoring of all cost centres. This strategy is executed while keeping the well-being of our people—both clients and staff—at the absolute centre of every financial decision we make.

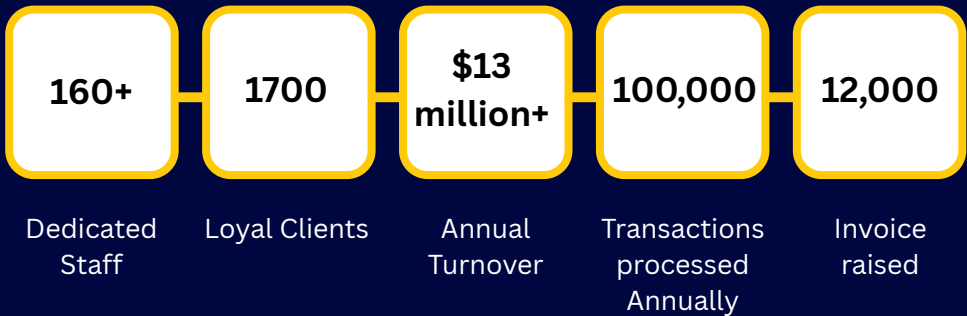
Financial Manager Report



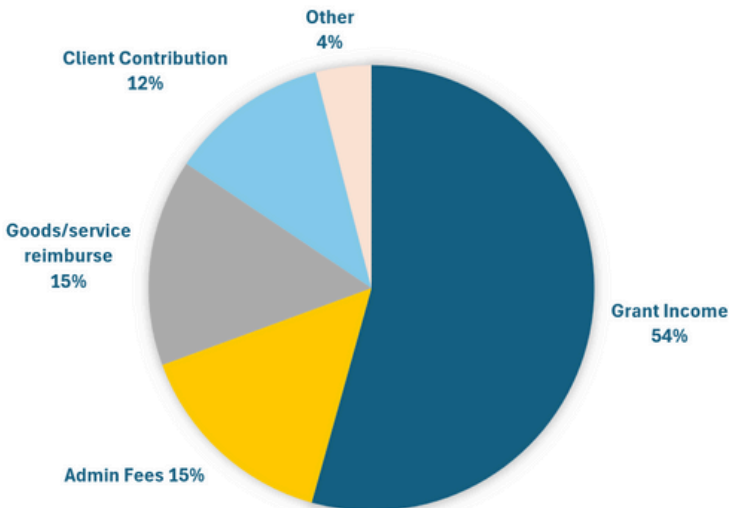
Charin Purasinghe
Executive Manager Finance and
corporate services

The 2024–2025 financial year has been a year of steady progress and meaningful impact for halo. We have continued to build on the strong foundations laid in previous years, focusing on what matters most – delivering quality care and support to the people we serve.

Key Financial Metrics

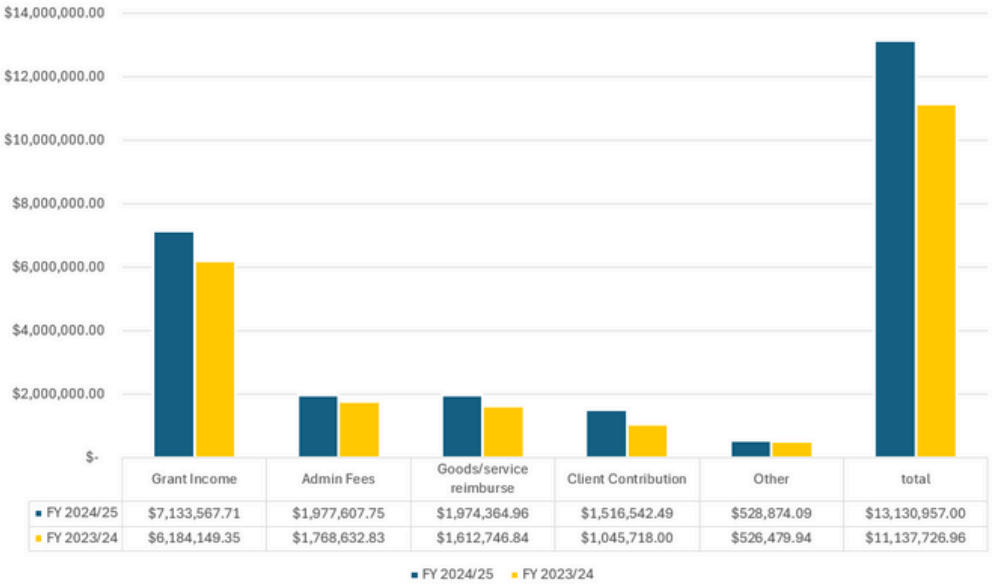


REVENUE BREAKDOWN FY 2024/25



Financial Performance Summary

Revenue From Operations





halo

CARE & SUPPORT

Home and Lifestyle Options

ABN 78 816 720 373



9498 4800



info@halocare.org.au



halocare.org.au



122 Forrest Rd (Armadale Lotteries House),
Armadale, WA, 6112



P.O Box 200. Kelmscott, WA 6991

