

# 2023 ANNUAL REPORT

Investing in Community  
Through Place Based Solutions

mfc  
*malleefamilycare*



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We acknowledge the traditional owners of the lands on which we work and live. We pay our respects to Elders past, present and emerging, and acknowledge Aboriginal and Torres Strait Islanders as first people. They have never ceded sovereignty, and remain strong in their enduring connection to land, water and culture.

Caring for local people since 1979, Mallee Family Care promotes strong, connected and inclusive communities by embedding diversity and equity practices at the centre of everything we do.



# Chair and CEO Report

In the aftermath of a disastrous flooding event that impacted the communities across the Mallee region, the residual effects of this catastrophe continue. 12 months later, many individuals and families still find themselves displaced, experiencing deteriorating mental health, and grappling with the financial and legal burden of losing their possessions.

As poverty levels increase across our communities of interest, housing affordability and the economic impact on individuals and families, our Organisation has experienced a surge in requests for support, with almost 40,000 telephone calls made by community and with more than 718,643 kilometres travelled by our program staff to support their clients.

The flooding disaster, which preceded the pandemic, has meant that the Mallee communities has experienced its fair share of challenges. However, the story that does not often get told is that our dedicated team of staff, carers and volunteers, are not immune to natural disasters. Many of our Mallee Family Care team have also been directly impacted by the flood event, however, this did not stop them from volunteering to assist with filling sandbags, delivering meals and travelling to more remote communities to help families with keeping their livestock safe. It is a testament to the strength, commitment and resilience of all people in the Mallee community, that when faced with adversity, all come together to provide support.

In response to the flood event, Consumer Affairs Victoria, the Department of Health and Emergency Recovery Victoria provided Mallee Family Care with additional funds to provide financial counselling flood support, mental health and flood recovery case management support. This allowed us to provide 6 additional staff to purely focus on the response and recovery for our community members impacted by the flood.

The impact of this natural disaster will be felt for many years to come as we continue to advocate on our client's behalf with insurance companies, support financial hardship claims, and negotiate with financial institutions.

Living and working in rural, regional and remote communities means that every day, our Mallee Family Care team live and breathe the work that they do because they are invested in improving the wellbeing of the community in which they live to ensure that they are part of building a strong, connected and resilient community. This is who we are at Mallee Family Care, a community of local people providing local care, who believe that the only way to address and reduce

vulnerability, inequity and poverty and deliver sustainable improvements, is through place-based solutions.

Our annual report demonstrates our commitment to developing new programs by working alongside our clients and broader community to innovate and progress long term change, with a focus on providing early pathways to support for children and families. As an example, we host 18 different supported playgroups across Swan Hill, Buloke and Mildura Local Government Areas. All of our supported playgroups work with families with children aged 0 to school age with a particular focus on families who may be experiencing complex needs or are feeling isolated and may not feel confident accessing community playgroups.

All our playgroups aim to build the skills, confidence and capacity of parents and carers to support their children's learning and development alongside providing opportunities for families to connect with each other and the local community. 13 of our playgroups offer a unique supported playgroup model that is delivered by qualified Educators who work alongside a social worker to facilitate groups through a place-based approach that is tailored to meet the needs of each community. Of the 177 families who participated in our playgroups in this past year, 42% of parents and carers reported an increase in their sense of empowerment to connect to social supports and community; 36% reported an improved capability in parental confidence, and 84% reported their children displaying improved positive social skills.

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**Looking to the year ahead, our commitment to changing the trajectory of childhood poverty and reducing child maltreatment is unwavering. We will continue to advocate for policy change that focuses on supporting people in community with services when and where they need them.**

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The work of Mallee Family Care does not occur in isolation. We are sincerely grateful for all the support we receive from our partners, stakeholders, donors and funders. We commend and congratulate the work of all members of the Mallee Family Care Team as without them, our investment in community would not exist.

**Ross Lake OAM, Chair**  
**Teresa Jayet, CEO**



# Strategic Plan 2022-2025

## Our Goals

## Priorities into Action



### Priority 1

Drive change around known inequities

- > Halt further rollout and call for the abolition of the welfare card based on human rights
- > Address the thin markets for NDIS services in regional southwest New South Wales
- > Advocate for equitable regional transport, linking people to services
- > Support the Raise the Rate campaign by regionalising and highlighting the impacts that will be delivered through an increase in support payments
- > Attract community mental health investment
- > Influence social housing investment



### Priority 2

Empower individuals, families and communities to seek help early

- > Promote and normalise 'early help' as a way to open up possibilities and take positive steps, especially post COVID-19
- > Create an early help element to all Mallee Family Care services
- > Introduce models and pathways that support community helping community
- > Evaluate the impact on clients who have sought help early



### Priority 3

Focus on children, families and individuals early, and build their capacity to transition through the key stages of life

- > Support young people transition through each phase of adolescence
- > Provide support and early help to parents and carers
- > Provide support for financial and relationship issues associated with changes in circumstance
- > Amplify the voice of the child across Mallee Family Care
- > Improve educational attainment, and the mental health and wellbeing of every child in care



### Priority 4

Build an Organisation that reflects the diversity, intersectionality and lived experience of our community

- > Build Mallee Family Care's capacity to provide sustained mental health support
- > Identify fee-for-service opportunities to support increased demand for service provision



### Priority 5

Increase our service capacity and innovative models to address current and evolving community needs

- > Create governance approaches that enable services and support to be co-designed and co-delivered by people with lived experience
- > Develop plans that support diversity and inclusion

# Our Support in Community

Mallee Family Care operates an extensive service network covering the north-west Victoria and far-west New South Wales, with an expansive catchment area of 92,041 square kilometers. Our reach extends to primary catchments in Mildura, Swan Hill, Buloke, Gannawarra, and stretches across New South Wales and South Australia. As a diverse, multi-disciplinary organisation, our interconnected structure ensures that the children, individuals and families we assist only share their story once, fostering a seamless and holistic support experience.

## Child and Family Services (VIC)

- Integrated Family Services
- Intensive Family Support
- Children with Complex Disability Support Needs
- Specialist Disability Practitioner
- Family Prevention and Reunification Connector
- Family Preservation and Reunification Response
- Safe Care
- Foster Care Support
- Home Based Care
- Keeping Families Supported and Trained (KEEP)
- Therapeutic Circle
- Targeted Care Packages

## Child and Family Services (NSW)

- Targeted Early Intervention
- Children and Schooling program
- Safe Care
- Safety and Wellbeing
- Intensive Family Preservation
- Permanency Support Program – Out of Home Care
- Dareton Playgroup
- Men's Program

## MFC Community Intake and Assessment

- Triage
- Referral
- Coordination

## Community, Mental Health and Wellbeing Services

- Mallee Family Care Community Legal Centre
- Financial Counselling
- Tenancy Assistance and Advocacy Program (TAAP)
- Family Advocacy and Support Service
- Flood Recovery Case Management
- Gambling NSW Community Benefit Program
- Family Relationship Centre
- Regional Family Dispute Resolution
- Children's Counselling
- Queerspace and Family Counselling Support Service
- Family and Relationship Services
- Childrens Contact Service
- Post Separation Cooperative Parenting Program
- Parenting Education Support Programs:
  - The Triple P Family Transitions Program
  - Bringing Up Great Kids
  - The Seven Principles for Making Marriage Work
  - Young Children in Divorce and Separation
- Early Intervention Psychosocial Support Response (EIPSR)
- Mental Health and Wellbeing Hub
- Family and Carer-led Centre
- NDIS:
  - Support Coordination
  - Psychosocial Recovery Coaching
  - Allied Health and Therapy Services
  - Capacity Building
  - NDIS Intake
- Homelessness Support Service
- Humanitarian Support
- Status Resolution Support Service

## Education Training and Research

- Child and Parenting Support Playgroups
- My Time Playgroup
- SmallTalk Playgroups
- Communities for Children Facilitating Partner
- Communities for Children Community Partner Playgroups
- Access to Early Learning
- Early Help
- Pre-School Field Officer
- Kindergarten Inclusion Support (KIS) Program
- Workforce Professional Development
- Research
- Student Placement Coordination
- Principal Practitioner

## Corporate Services

- Accounts
- NDIS Plan Management
- Asset Management
- Reception Services
- Information and Communication Technologies
- Communications and Marketing
- Event Coordination
- Graphic Design
- Records Management and Archiving
- Policy
- Compliance and Governance
- Quality Assurance
- Reconciliation Action Plan
- Occupational Health and Safety
- Project Management
- Partnerships and Fundraising
- Chances for Children
- Risk Management
- Rainbow Tick Accreditation





Trent Barri (Program Leader), Grant Shannon (Founder)



Janet Bonython and Teresa Jayet

## Wellbeing Dog Program

### Embracing Wellness with Winnie

Mallee Family Care recently extended a warm welcome to Winnie, a spirited Australian Cobberdog, as the newest member of their team. Winnie has joined us as part of the launch of our Wellbeing Dog program within the Organisation, which is a carefully planned initiative based on both scientific research and a dedication to the well-being of employees and the community.

We have launched the Wellbeing Dog Program in partnership with Dogs Connect, who, over the course of a decade, blossomed from a modest beginning in ten schools, to a nationwide phenomenon, reaching over 400 communities across various sectors.

Behind the scenes, significant effort has gone into the implementation of this program, with the invaluable support and guidance from the Dogs Connect team. We were fortunate to host the Dogs Connect team in our central Mildura office, with Founder, Grant Shannon, and Program Leader, Trent Barri, conducting training and information sessions with our staff.

Winnie is surrounded by a dedicated team currently undergoing training to provide support, education, and a secure environment for her whilst at work. This team includes Winnie's Primary Carer, Janet Bonython, Principal Practitioner and Team Leader Early Help Family Services, as well as Winnie's Secondary Carer, Corrina Graham, Manager Community Services, and an additional group of 8 staff members from various programs within the organisation, forming Winnie's Core Support Group.

Whilst Winnie's integration into her new role and responsibilities has been gradual, she has already become an embodiment of our organisation's commitment to wellbeing, leaving a lasting, positive impression on all those who have had the pleasure of interacting with her.

There remains a significant amount of training and planning yet to be undertaken before finalising Winnie's schedule, however we eagerly look forward to her full-time presence in the office, foreseeing positive outcomes for both our staff and clients, all of which will assist us in growing this program into the future.





Jason Pappin and Sam Deluca with participants

## Nurturing Strength

### Dareton Men's Program

In the heart of Dareton, the pressing need for targeted support within the local Aboriginal male community, led the Child and Family Services team (NSW) of Mallee Family Care to develop and implement an evidence informed, initiative early in 2023 called the Men's Program.

This program provides supports to a much larger audience, covering Dareton in South-West NSW and the surrounding area. The weekly sessions have a focus on the multiple-complex issues and concerns that impact the Aboriginal local communities including, challenges of substance abuse, family and domestic violence, cultural disconnection, and disempowerment, trauma, and isolation.

Recent statistical findings in the 2021 census and Mallee Family Care's own case work, highlighted the urgency of implementing this new program. In the Wentworth Local Government State area, a striking 42.3% of male parents are shouldering single parenthood responsibilities, significantly higher than the state's average of 19%. With 26.5% of the Wentworth government population

identifying as Aboriginal or Torres Strait Islander, in contrast to the 3.4% across the whole of NSW, the program's focus on empowering this specific demographic becomes increasingly crucial.

Moreover, the data highlights the concerning reality of Dareton's youth, with the Murray region reporting an alarming range of 1,893.4 – 4,675.8 legal proceedings involving young individuals, the highest bracket possible in NSW. Additionally, the region's suicide rates are notably 1.5% higher than the average, reflecting the deep-seated need for a support system that addresses the underlying factors contributing to these distressing figures.

In conjunction with the Men's Program, Mallee Family Care also delivers the Safety and Wellbeing program, funded by the National Indigenous Australians Agency (NIAA). This program offers comprehensive case management services tailored to the needs of individuals and families. Our primary objectives encompass addressing critical areas such as mental health, family and domestic violence, minimising

substance and alcohol abuse, as well as enhance social and emotional wellbeing and community engagement.

The Men's Program is led by Sam Deluca, a qualified therapeutic facilitator, and Jason Pappin, our Indigenous Case Assistant within the Safety and Wellbeing Program. Sam and Jason, make it a priority to incorporate respected Elders from within our local community to the sessions. With this approach the program is driven collectively, ensuring cultural protocols, storytelling, cultural practices, and beliefs are incorporated.

Implementing a cultural lens into this program also facilitates a deeper reconnection with participants heritage and assists with the healing process. Through this approach we've observed participants begin to develop a strong sense of identity, and build pride in their heritage. This process of cultural reclamation also fortifies self-esteem and resilience, therefore helping with mitigating vulnerability and addressing issues of family violence.

**The program also offers a culturally safe space for men to connect with each other and tell their story. Through open discussions and shared narratives, participants confront their actions with tools for conflict resolution, communication, and anger management to break cycles of violence, and become positive role models for their families and communities.**

Given the geographical isolation and limited access to services, the Men's Program stands as a critical initiative in promoting the overall well-being of Aboriginal men in this remote and large region. By providing a culturally safe and supportive space, the program serves as a catalyst for positive and long-term change, empowering participants to lead healthier and more fulfilling lives within their families and communities.



Andy Charles, Jancy Thomas, Ali Knight, Rachel Johnson, Rohanna Buchanan, Katie Bennet



Rachel Pumpa, Rohanna Buchanan, Tracey Presley

## Keeping Families Supported and Trained Program Strengthening Support for Foster Carers and Children

Mallee Family Care has partnered with Oregon Social Learning Centre Developments Inc, a non-profit, collaborative, multi-disciplinary research centre located in Eugene, Oregon, United States of America. Together we have launched the Keeping Families Supported and Trained Program (KEEP), to the Mallee region. The introduction of KEEP in the Mallee is extremely significant, as we are the only organisation in Australia delivering this program.

KEEP is an evidence-based support and skill enhancement education program that concentrates on educating foster carers with positive parenting strategies, prioritising child well-being with an emphasis on the prevention of placement breakdowns.

KEEP was developed in response to alarming findings in numerous studies, which highlighted that many of today's foster children have complex and serious behavioural and mental health problems that place them at risk of negative long-term outcomes. The enormous potential of these young people and the tough challenges faced by foster carers, inspired the

development of the KEEP program in the United States.

**The KEEP program includes 16 weekly 90-minute sessions that focus on practical, research-based parenting techniques. KEEP does not use a “one size fits all” curriculum, while the facilitators draw from an established protocol manual, they tailor each session to the specific needs, circumstances, and priorities of participating carers and their children in care.**

Mallee Family Care were fortunate enough to host KEEP facilitators, Rohanna Buchanan, Senior Scientist and KEEP Clinical Director, and Katie Bennet, KEEP Implementation Director from Oregon Developments Inc, as they travelled to the Mallee to conduct a 5-day training block for the Care and Placement Services team from both the Swan Hill and Mildura locations.

As the program originates from the US, the Mallee Family Care and Care Placement Services team worked closely with Rohanna and Katie, to tailor the program's content to suit the specific requirements of the Mallee region.

Nine members of our Care and Placement Services team underwent the training, and eight are now qualified to lead KEEP sessions as Group Leaders.

The KEEP program is being delivered in the Southern Mallee, with a group of eight foster carers, led by KEEP Coordinator, Alicia (Ali) Knight, and Senior Family Services Worker, Anita McDonald.

Ali and Anita tailor the sessions according to the issues and suggestions raised by the group's participants, ensuring that the sessions meet the needs of our carers. Weekly check-ins with group members take place, and data is gathered on child behaviour and caregiver stress, which will help monitor program results.

We have seen remarkable progress and positive feedback from the initial cohort of foster carers participating in the KEEP program. The tailored approach has fostered an environment of trust and open communication within the groups, allowing participants to address their specific challenges and concerns effectively. Many caregivers have reported feeling more equipped and confident in handling complex behavioural and emotional issues, leading to improved relationships and a more nurturing home environment for the foster children.

As the program continues to evolve, Mallee Family Care remains committed to fostering a nurturing and supportive environment for all those involved in the foster care system and we look forward to developing this program further alongside all of our valued carers across the Mallee region.





## Chances for Children Scholarship Program Keeping Kids at Secondary School Scholarship

The 21-year-old Mildura student was a recipient of Chances for Children's Keeping Kids at Secondary School (KKSS) scholarship in 2017.

KKSS scholarships are targeted specifically at supporting students in Year 11 and 12 to remain engaged with school by assisting with some of the costs associated with schooling.

With Chances for Children's support, Emily completed her VCAL, went on to complete a Certificate IV in Community Services at SuniTAFE, and is nearing the end of her Certificate IV in Visual Arts - all with Chances for Children by her side.

She was this year presented a Chances/SuniTAFE scholarship to support her through her Visual Arts course. "My mum was looking into different ways I could go to TAFE and be supported financially, and other ways of course," she says.

"One of my support workers who I'd been working with told mum about it and we applied.

"We went online together and it had the form to fill out and submit - they got back to us and I was able to start my first TAFE course last year."

Chances for Children paid the cost of Emily's course, as well as helped to pay for any supplies and stationery. The Chances for Children team checks in regularly on her progress and supports her through any additional barriers she might have.

Emily's goal is to become an art therapist, inspired by her own experience with the form of therapy after an accident several years ago left her with physical injuries and the mental health challenges that came with it.

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**"I've always loved art, but because of the mental health I've gone through, I personally know how much it's helped me, so I guess I want to help others achieve that as well," she explains.**

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"I've seen the results in myself and how much better it can be than regular talking therapy."

Her dream doesn't stop there.

After she completes her Certificate IV in Visual Arts this year, she intends to complete her Diploma of Visual Arts, with a long-term goal of opening an art therapy, workshop and gallery space.

"I really want to be able to offer a chance for people to sell their work and get their confidence up that way, and also to be able to offer both group and therapy sessions," she says.

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**"Before I had this support, I had these ideas, but it didn't feel like it was possible at all, but now I'm making plans to open my own arts studio and everything."**

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Emily says she's fortunate to have had encouraging support from her parents and the guidance of her two older sisters, who are both teachers in Sunraysia.

She hopes sharing her story will help the work of Chances for Children become more well-known, in turn encouraging donors, and ultimately helping other students like her.

When people donate to Chances for Children, Emily says it has a ripple effect through the community.

"In the future, if I was to be in that financial position to give back, which is much more likely now with Chances' support, I would definitely be giving back to them because of what they've given to me," she says. Emily's message to others like her, who want to study but are facing some barriers, is clear.

"If you need that support, put the form in, because even if they're not able to help you straight away, you're going to be thought of the next time. They will try their hardest to help."

# Chances for Children Foundation

## Workplace Giving Program

When Fred Apthorpe contributes to Chances for Children through the Workplace Giving Program, he doesn't so much see it as a donation, but an investment.

Workplace Giving is a simple program that allows employees an opportunity to donate to Chances for Children directly from their gross salary each pay period.

Employees can opt in to make regular, pre-tax donations and receive an immediate tax benefit rather than wait until tax time.

Fred is Mallee Family Care's work health and safety officer and has been a workplace giver since he started there in September 2020.

Fred had been a manager with NSW Rural Fire Service for 27 years and, during that time, he donated through his wages to another charity.

"When I came here and saw what they did with Chances for Children, I thought it was a most worthy thing to give to," he said.

For Fred, a huge benefit of the Workplace Giving Program is that it contributes directly to the local community.

**"It's an opportunity to invest in our own local kids and children, and they end up giving back to the community because they've got the opportunity that they may not normally have had. They get good education, good training and they end up stopping in the community, so it's a win-win situation."**

"At the end of the day you're investing in your own community and your own kids."

There are currently four organisations that offer the Chances for Children Workplace Giving Program to their employees, including Mallee Family Care, Mildura Rural City Council, Lower Murray Water and Mildura Fruit Company.

Fred hoped more organisations would sign up to make an even greater difference to Chances for Children. "It would show some leadership, but not only that, it would show good will and people notice what businesses do," he said.

"If they can see that a business is willing to support something like Chances for Children, there's a good chance that other people will jump on board."

Generalist solicitor at Mallee Family Care Community Legal Centre, Lauren Moore, who has been with the Workplace Giving Program since she started in March 2021, said there were many benefits of the program.

"It's taken from your gross pay, so pre-tax, so your dollar gets to go further and you get a bit of a tax benefit as well," she said.

"It's so easy. You don't miss it in your pay, it just comes out and you see it on your certificate at the end of the year and it's another feel-good moment."

**"I'd read a little bit about Chances, and it really aligned with my values. It allows young people to really follow their dreams, and without that financial support they may not be able to do that, so I think it's a wonderful program."**

Not only did Lauren encourage others to contribute to Chances for Children, she also urged young people to consider applying for scholarships.

"I grew up here and had to move away to study, and if I'd known about this program and scholarships that were available it would have made that transition a lot easier," she said.

Fred said he'd had the opportunity to meet some of the staff at Mallee Family Care who were previous Chances for Children scholarship recipients.

"They've had a chance and made the best use of it, and I know my dollars are going to a good thing," he said. "They've come back and ended up working for Mallee Family Care."

They're very dedicated to their jobs. You're looking at the end results, so you know it works."



## Chances for Children Scholarship Program

### A Life-changing Opportunity for Young Students

Khadija Ibrahim is pursuing her dreams of becoming a nurse, studying a Diploma of Nursing at SuniTAFE Mildura, thanks to the Chances for Children Scholarship Program.

Khadija's journey to become a nurse has not been easy. Originally from Afghanistan, she arrived in Australia with her family in 2015 as a refugee with no English and few belongings. She and her family worked extremely hard to establish themselves in their new community, participating in education, work, and community activities.

**“Becoming a nurse was my childhood dream, however achieving this back in Afghanistan wasn't possible, as women can't study or work outside of home. I'm one of the luckiest people to have arrived in Australia and have been given this opportunity,” said Khadija.**

But pursuing higher education comes with its own set of financial challenges. That's where the Chances for Children Scholarship Program comes in, which provides financial assistance for children in need to pursue their education and career aspirations.

The Chances for Children program was established in 2000, and its success is due to the generous community and philanthropic donations. One of these generous donations from SuniTAFE, being a yearly contribution to go towards the Chances for Children program. The program has provided mentoring and support to over 2,102 young people in need, in the Mallee region.

Chief Executive Officer of Mallee Family Care, Teresa Jayet said, “financial barriers often prevent young people from pursuing their educational dreams, despite education being crucial to breaking the cycle of disadvantage.”

“The Chances for Children Scholarship Program provides financial assistance to help these young people achieve their full potential and chase their dreams.”

“The program is dedicated to ensuring that all children, regardless of their background, have the chance to succeed.”

Khadija is a shining example of the impact that the Chances for Children Scholarship Program can have on young people's lives. “It supports me with my essential study equipment such as textbooks, uniforms and a computer so I can focus on studying and not stress about financial burdens. This is a big change in my life,” Khadija says.

For Khadija, the scholarship has not only provided financial support to pursue her passion but also motivation to give back to her community. “After completing my studies, I hope to gain employment in the Mildura area by working in a hospital or in the community as a perfect nurse, to help people when they are facing difficult times,” she says.

The Chances for Children Scholarship Program is a beacon of hope for many disadvantaged students who aspire to pursue their educational dreams. Khadija's inspiring story is a testament to the transformative power of education and the critical role that scholarships can play in breaking down financial barriers and helping students realise their full potential whilst making a positive impact in the community.

Khadija encourages other young people who may be facing similar challenges to apply for the Chances for Children Scholarship Program as it can be the turning point in their lives, just as it has been for hers.

**“Personally, this scholarship has helped me a lot. If you are experiencing financial difficulties stopping you from studying further, you should apply as it's a great opportunity to achieve your goals.”**





Georgia Gentle

## Chances for Children Foundation Scholarship Recipients

Chances for Children Foundation (Chances) is the philanthropic arm of Mallee Family Care. Established in 2000, Chances aim is to remove the financial barriers that prevent young people in the Mallee region from pursuing their education or career aspirations.

With generous community and philanthropic donations, Chances provides financial support and mentoring to those who without our help, may not have had the chance to follow their dreams.

Since the program commenced, Chances has invested more than \$5.4m in scholarship funding in supporting over 2,200 young people from our region.

### Sunraysia Institute of TAFE and Chances for Children Scholarship

#### 2023 Recipients

<b>Emily Behrendt</b>	Diploma of Nursing
<b>Khadija Ibrahimi</b>	Diploma of Nursing

### Wentworth District Capital Limited Scholarship

#### 2023 Recipients

<b>Victor Quince</b>	Bachelor of Psychosocial Science
<b>Georgia Gentle</b>	Bachelor of Criminology
<b>Olivia Watt</b>	Bachelor of Medicine and Bachelor of Surgery
<b>Jesse Jackson</b>	Bachelor of Fine Arts (Printing)



# Board of Directors Audit, Finance & Risk Committee



## Ross Lake OAM

Chair

### Qualifications

Bachelor of Law, Bachelor of Economics, Diploma of Education

### Experience

Board member for most of the period since the inception of Mallee Family Care in 1984. Mr Lake holds a number of other Directorships including the Mallee Regional Innovation Centre Strategic Advisory Panel and Institute of Post Colonial Studies.



## Jenna Yetman

Deputy Chair

### Qualifications

Bachelor of Commerce (Accounting), Bachelor of Laws and Legal Practice, Company Directors Course

### Experience

Ms Yetman was appointed Deputy Chair in 2020.



## Christine Cottrell

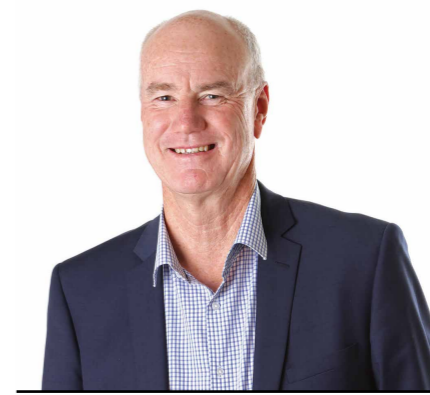
Chair Audit, Finance & Risk Committee

### Qualifications

Graduate Certificate in Business Administration

### Experience

Ms Cottrell has spent 20 years working in Not-For-Profit Services including Australian Institute of Company Directors, Australian Sonographers Association and Royal Australasian College of Medical Administrators. Ms Cottrell currently holds a Directorship with Mildura Community House.



## Geoff Dea

### Qualifications

Bachelor of Business (Accounting), CPA

### Experience

Mr Dea is the CEO of Sunraysia Institute of TAFE and is a member of the Board and Audit Committee of Mildura Regional Development.



## Eelco Vugs

### Qualifications

Masters in Mental Health, Masters in Criminology Experience

### Experience

Mr Vugs has more than 15 years' experience in child protection and safeguarding roles for both government and non-government organisations in Australia and overseas.



## Dr Chelsea Todd

### Qualifications

Bachelor of Psychology (Hons), Doctor of Philosophy, and has completed the Advanced Leadership Program with the Australian School of Applied Management.

### Experience

Chelsea has worked as a senior researcher and evaluation officer at Universities and Government Departments in South Australia as well as in policy and Management within Victorian Government Departments.



## Belinda Hudak

### Qualifications

Masters of Leadership & Management, Bachelor of Education, Bachelor of Arts

### Experience

Belinda is the Principal of Mildura Senior College. Belinda was appointed Principal in June 2017. She is also on the board of the Northern Mallee Local Learning Employment Network, Independent Chair of Mildura headspace Consortium and the Mallee representative of the State-wide Committee of the Victorian Association of Secondary School Principals.



## Dr Suriya Hariprakash

### Qualifications

MBBS, DCH, MRCP (Paediatrics), MRCPCH, CCT in Paediatrics and Paediatric Intensive Care Medicine, FPCCM, FRACP

### Experience

Dr. Hariprakash is the Senior Staff Specialist in Paediatrics and the Clinical Director of Paediatrics at Mildura Base Public Hospital. He received the Lucas Excellence Award in recognition of his contribution to the health and wellbeing of children in this region. Dr. Hariprakash is a member of the Royal Australasian College of Physicians and the Australian Society of Clinical Immunology and Allergy.



## Dr Andrew Kremor

(Resigned June, 2023)

### Qualifications

PhD (Engineering Geology), Master of Business Administration, GAIDC

### Experience

Dr Kremor has held various executive and non-executive directorships with private and public companies including Zero Emissions Water, Salinity Accountability Advisory Committee, Babcock and Brown Finance, Flinders Power, Sparq Solutions, Alinta Energy, Allgas Networks, Energy Networks Association and Windmill Performing Arts Company. Dr Kremor is a General Manager at the Murray Darling Basin Authority.



## Don Wall

Independent Member, Audit, Finance and Risk Committee

### Qualifications

A bachelor's degree in business.

### Experience

Don has been a member of the Risk and Audit Committee of Mallee Family Care since 2019 and has extensive experience in high-risk industries within the resource sector throughout Australia. Before retiring and relocating to Mildura, Don worked as a Risk Management Officer for a large council in Adelaide.



## Greg Gooch

(Retired June, 2023)

Independent Member, Audit, Finance and Risk Committee

### Qualifications

A bachelor's degree in business.

### Experience

Greg has been on the MFC Audit, Finance and Risk Committee since February 2017. Greg has in excess of 37 years' experience in public practice. He has been a partner of Findex Accountants for the last 29 years and his diverse experience and broad knowledge enables him to create financial strategies for his clients.

# Executive Leadership Team



**Lisa-Maree Stevens**

Executive General Manager  
Community, Mental Health  
and Wellbeing Services

Lisa Maree has more than 30 years experience within the social services sector and has experience working within Family Dispute Resolution, Counselling, Groupwork facilitation and project work. Lisa-Maree is an experienced leader with specialised skills and expertise in family violence.

Lisa-Maree has a Bachelor of Social Work, Post Graduate Master of Social Work and a Graduate Diploma Family Dispute Resolution.

Lisa-Maree has a keen interest in ensuring safety for all within our communities, particularly women and children, which has been paramount in her practice as a social worker and in her leadership roles.



**Chris Forbes**

Executive General Manager  
Education Training and Research

Chris has been a dedicated social worker and leader within the social services sector for more than 30 years.

Chris has worked within the areas of Child and Family Services, Residential Care and Family Violence.

Chris has a Bachelor of Social Work and a Post Graduate Master of Social Work.

Chris has consistently demonstrated her passion to working within a human rights and social justice framework, which was evidenced by her leading the first Human Rights Festival in Mildura, and leading the research on behalf of Mallee Family Care and the broader community regarding the lack of air-conditioning in public housing properties, which successfully lead to a strong advocacy platform to make change to Victorian Government policy. Chris is dedicated to building the skills of the workforce with the aim of creating better outcomes for our communities.



**Andy Charles**

Executive General Manager  
Child and Family Services  
NSW and Victoria

Andy is a proud Yorta Yorta/Wemba Wemba man and has spent over ten years in the Social Services sector in which he has held multiple roles across various program areas including; Family Support Services, Youth Services, Therapeutic Residential Care, Family Violence, Homelessness and Housing support and Out of Home Care.

Andy holds a Diploma of Community Services, Advanced Diploma of Management, Post Graduate Certificate in Family Therapy, and is currently studying a Master of Business Management.

Andy is committed to utilising his skills to build the capacity of others to better meet the needs of the most vulnerable in our local communities. Andy is committed to supporting, mentoring colleagues within the Child and Family Services team and to ensure Mallee Family Care is the service provider of choice.



**Teresa Jayet**  
Chief Executive Officer



2023 Wear It Purple Day  
Sarah Darling, Nicole Woods, Madlen Fitzgibbon and Adele Collinson



2023 Bring Your Dog To Work Day  
Rachel Bosman and Bruce



2023 Bring Your Dog To Work Day  
Mandy Ferguson and Benson

# Our Team

- |                     |                          |                        |                     |
|---------------------|--------------------------|------------------------|---------------------|
| Katie Aarons        | Tracey Carruthers        | Gemma Forrest          | Donna Johnson       |
| Karen Ablett        | Renee Carter             | Elli Fraser            | Angela Johnstone    |
| Jema Aksu           | Karen Casey              | Brooke Freckleton      | Naomi Jory          |
| Tannar Aksu         | Amanda Chapple           | Maree Fullgrave        | Fiona Judd          |
| Raymond Alabaster   | Andrew Charles           | Fiona Garton           | Sandra Judd         |
| Kane Alderson       | Rananjay (Jay) Chundawat | Lateisha Gates         | Christopher Judd    |
| Kristen Alicastro   | Shaun Clark              | Bree Gatt              | Amanda Judd         |
| Jade Alvey          | Alison Clarke            | Alysha Gebhart         | Leyla Karabas       |
| Melissa Amos        | Sharon Coburn            | Kim George             | Manjeet Kaur        |
| Tayla Anderson      | Shaina Collins           | Michelle Giddings      | Palwinder Kaur      |
| Fred Apthorpe       | Nathan Collins           | Corrina Graham         | Samantha Keller     |
| Kyra Arnold         | Adele Collinson          | Kahlia Gray            | Julie Kelly         |
| Tonia Bachetti      | Allison Collyer          | Ashleigh Gray          | Catrina Kelly       |
| Natasha Baker       | Josephine Comitti        | Kylie Grenfell         | Whitney Kendrigan   |
| Sheleigh Bant       | Carly Connell            | David Groenen          | Kay Kerr            |
| Carmen Bellini      | Rennae Cope              | Shelley Gunn           | Kristin Kirkpatrick |
| Linda Bennett       | Stacey Coverdale         | Greta Haig             | Leah Klaassen       |
| Samuel Beresford    | Emily Craig              | Ofa Hakalo             | Alicia Knight       |
| Deborah Berg        | Timothy Cranna           | Taylah Hamence         | Karri Krasna        |
| Trent Beven         | Tamara Creek             | Margrete Hamence       | Breanna Lacey       |
| Jenna Bibby         | Rebecca Cupitt           | Chloe Hanlon           | Jaimee Lake         |
| Kiarah Birthisel    | Adelle Curren            | Tracey Hanner          | Megan Lane          |
| Rebecca Bishop      | Janet Dale               | Stacie Harding         | Breanna Lanza       |
| Christine Bishop    | Sarah Darling            | Sophie Hart            | Kim Lavery          |
| Carol Blundy        | Tracey Davis             | Eboni Harvey           | Andrew Le           |
| Maureen Body        | Carly Davis              | Yvonne Hedges          | Carli Leishman      |
| Rebecca Boin        | Gordon Dehne             | Lisa Hickinbotham      | Olivia Lemon        |
| Janet Bonython      | Louise Dichiera          | Merrinda Hill          | Kim Leslie          |
| Darren Boon         | Brian Dodson             | Rozanne Hogan          | Georgia Leutner     |
| Leanne Bosman       | Monica Doherty           | Karen Hogarth          | Miah Linford        |
| Rachel Bosman       | Jamie Dominelli          | Rebecca Holme          | Kirsten Lloyd       |
| Alleena Bourke      | Jeanette Donohue         | Katy Hope              | Sheel Lotia         |
| Cara Bradshaw       | Samantha Doolan          | Finley Hopley-Willcock | Reyhan Lucas        |
| Michelle Brain      | Lauren Droffelaar        | Glen Hornsby           | Kaisa Lyons         |
| Sukhjit Brar        | Renae Elder              | Robyn Hosking          | Nicole Macdonald    |
| Samantha Briggs     | Brook Ellis              | Mitchell Hoyer         | Sheryl Maddren      |
| Tammylee Brooks     | Colleen Enriken          | Sandi Hunter           | Nathan Maiorana     |
| Bernadette Brougham | Kristen Evans            | Kellie Iamarino        | Lauren Maloney      |
| Natahlia Brown      | Shai-Lee Fargher         | Michelle Ilsley        | Cagri Mammone       |
| Anna Bruton         | Karli Farrell            | Carolin Inglis         | Hazel Mangano       |
| Susan Bryan         | Leeanne Faux             | Crystal Jackson        | Nicole Manthorpe    |
| Sophie Burns        | Amanda Ferguson          | Danielle James         | Christina Marette   |
| Jane Burrows        | Tavita Fesolai           | Karren James           | Aleisha Mataele     |
| Margaret Burton     | Ashlee Field             | Craig Jamieson         | Terri McArdle       |
| Rachelle Cameron    | Tamara Field             | Teresa Jayet           | Patrice McCarthy    |
| Aislinn Campbell    | Madlen Fitzgibbon        | Barbara Job            | Benjamin McCoy      |
| Josephine Carbone   | Eimear Flynn             | Aimee Job              | Anita McDonald      |
| Lina Carrazza       | Christine Forbes         | Rachel Johnson         | Shae McDonnell      |



NAP Contemporary Art Gallery, Ash Keating

# Our Team

- |                    |                     |                    |                     |                        |                        |                   |                  |
|--------------------|---------------------|--------------------|---------------------|------------------------|------------------------|-------------------|------------------|
| Renee McGlashan    | Kate Mliswa         | Tracy Paull        | Sharen Riley        | Elizabeth Shirley      | Natalie Symes-Hennig   | Hayley Walker     | Laura Zappia     |
| Kim McGrath        | Lauren Moore        | Deonie Pay         | Catherine Robbins   | Anna Simoes            | John Tadros            | Wayne Walsh       | Eilish Zappia    |
| Adam McGregor      | Natalie Morgan      | Rachel Pay         | Ashleigh Roberts    | Lisa Sloan             | Sarah Taha             | Elia Ware         | Michelle Zmarzly |
| Fabienne McIntosh  | Ruby Moseley        | Tania Pearce       | Keiren Robins       | Tamika Smith           | Bonita Talent-Heinrich | Teagan Waylen     |                  |
| Linda McKinnon     | Pardon Muyambo      | Kaitilin Peebles   | Sebastian Roda      | Rhonda Smith           | Kelly Taliloa          | Jennifer Wescombe |                  |
| Kathrine McLaren   | Katherine Myles     | Joanne Pegus       | Maddison Ross       | Mikaylah Speedie       | Harley Tarr            | Marie Whiting     |                  |
| Tory McNabb        | Nicole Neilson      | Sotirios Pestrivas | Mia Rovere          | Kaysha Spencer         | Haylie Tarr            | Sharon Whittaker  |                  |
| Marie Medar        | Claire Newman       | Donna Peters       | Jeraldine Rule      | Donna Stacey           | Courtney Pepper        | Dee Dee Wilkes    |                  |
| Sarah Merry        | Louise Nicholas     | Lakiyah Peterson   | Robyne Rundell      | Carly Staley-Schreiber | Kelly Thomas           | Cristina Williams |                  |
| Ashleigh Middleton | Anadil Nusrat       | Melissa Pitt       | Kerry Russell       | Pauline Stanbrook      | Jancy Thomas           | Lydia Williams    |                  |
| Karen Middleton    | Cath O'Connor       | Tracey Pitt        | Pooja Sah           | Catherine Stevens      | Rebecca Thompson       | Steven Williams   |                  |
| Verity Mihan       | Kira Orsini         | Alana Pollard      | Gemma Samoun        | Louisa Stevens         | Debbie Thompson        | Emily Williams    |                  |
| Zachary Mill       | Natalie O'Shannassy | Tracey Presley     | Fatima Sarmiento    | Paula Stevens          | Kayla Thornton         | Indira Wood       |                  |
| Rohan Milne        | Oluwatosin Osunneye | Sioned Price       | Goncalves           | Lisa-Maree Stevens     | Jamie Townsend         | Nicole Woods      |                  |
| Fraser Mitcham     | Anne Page           | Rachel Pumpa       | Jayden Seamer       | Samantha Stitt         | Joanne Turner          | Katrina Young     |                  |
| Cheryle Mitchell   | Conor Pall          | Rosalyn Quodling   | Josephine Sheldrick | Lyndsie Storer         | Jacinta Tyers          | Gemma Young       |                  |
| Kerrie Mitchell    | Edwina Papadopoulos | Colin Rawnsley     | Stacey Sherrah      | Joyleen Sullivan       | Rhianna Vagg-McEwen    | Nancy Zaccone     |                  |
| Tarissa Mitchell   | Jason Pappin        | Kaylie Reid        | Bronwyn Sherwell    | Mary Symes             | Irene Vehekite         | Joanne Zappia     |                  |





2022 Years of Service Acknowledgements  
Ben McCoy, Carly Davis, Donna Johnson and Shaun Clark

## 2023 Years of Service

**20 Years**  
Michelle Ilsley

**15 Years**  
Kahlia Gray  
Tracey Carruthers  
Rhonda Smith

**10 Years**  
Paula Stevens  
Naomi Jory  
Sophie Hart



Foster Care Week Dinner  
Andy Charles, Rachel Johnson and Rachel Pumpa



2022 R U OK Day  
Shae McDonnell, Aislinn Campbell, Rebecca Holme, Renae Elder and Julie Kelly

# Our Network

In order to support our work across the Mallee region, we recognise the value of partnerships that allow us to remain place-based, so that we can continue to lead, grow and support community.

## Child and Family Services

DFFH Strategic Reference Group - Integrated Health Systems OOHC  
[Mallee Child and Family Services Alliance - Executive Meeting](#)  
 Mallee Family Violence Executive  
[Murrumbidgee Far Western & Western NSW \(MFWW\) Permanency Support Program](#)  
 Regional Implementation Group (RIG) meeting  
[DFFH Carers Advisory Group VIC](#)  
 My Forever Family Carers reference Group NSW  
[Foster Care Practice Network Meeting](#)  
 Fostering Connections Joint Marketing and Operations Working Group  
[OOHC Providers meeting](#)  
 Placement Priority Meeting with Placement Coordination Unit

## Community, Mental Health and Wellbeing Services

Headspace Mildura Consortium  
[Headspace Swan Hill Consortium](#)  
 Federation of Community Legal Centres  
[Flood Working Group MRCC](#)  
 ERV Recovery Support Provider  
[Community Recovery Advisory Group](#)  
 Family Carer-Led Centre Establishment group  
[Financial Counselling Victoria](#)  
 Family Relationship Centres Victoria Network  
[Australian Children's Contact Services Association](#)  
 Victorian Childrens Contact Services Network  
[Mental Health Regional Network](#)  
 Department of Health Family Carer-led Centre Statewide Implementation group  
[Disability Agency Network](#)  
 Statewide Working Group Mental Health & Wellbeing Hubs

## Education, Training and Research

SuniTafe Industry Consultations  
[Chair Partner Advisory Group Access to Early Learning](#)  
 Communities for Children EX Com  
[AIFS Advisory Expert Group](#)  
 Swan Hill Gender Equity Committee  
[Communities for Children Community Partner](#)  
 Playgroup Victoria and Parenting Research Centre COP  
[DSS FaM-CfC Facilitating Partner](#)  
 Our Place Robinvale Partnership  
[Swan Hill Inclusion Rainbow Ready CfC Facilitating Partner Vic CoP](#)  
[Robinvale Early Years Network](#)  
 Swan Hill Gender Equity Network  
[Swan Hill Pregnancy & Early Years Collaborative](#)  
 Better Together Collaborative Table  
[CfC Community Partners](#)  
 CfC Governance Committee  
[Swan Hill Pregnancy & Early Years Expo Committee](#)  
 Robinvale Family Expo Committee  
[Best Start Partnership Meetings](#)  
 Mildura Early Years Conference Committee  
[Access to Early Learning-Implementatin Working Group](#)  
 Children and Parenting Support-Community of Practice  
[Regional Advisory Group meetings-Kindergarten Inclusion Support](#)  
 Kindergarten Inclusion Support-Statewide Network  
[Kindergarten Central Enrolment Reference Group](#)  
 Better Together Collaborative Table Meeting- Swan Hill  
[Swan Hill Leisure Centre Community Forum](#)  
 Swan Hill Harmony Day Committee  
[Access to Early Learning Communities of Practice](#)

MyTime Facilitators Regional Network  
[Mallee Asylum Seeker Support Network \(MASSN\)](#)  
 Adult Multicultural Education Services (AMES)  
[Gender Equity Action Sunraysia](#)  
 Robinvale Early Years Network  
[No to Violence Members Network](#)



Foster Care Week Dinner  
 Veryan Jane & Allan Smyth (Rogers)

# Foster Care

## Foster Carers

Kylie and Travise Andrews  
 Wendy Arthur  
 Sharon and Stephen Ash  
 Barbara Clifford  
 Stephanie and Marcus Capone  
 Selina Clarke  
 Jennifer and Phillip Connell  
 Tony DeLittle  
 Rachel and Daniel Eastwood  
 Belinda Fanshaw  
 Adam and Kellie Farley  
 Jenna and Keith Fitzpatrick  
 Vicki Hayes  
 Maryann and Brendan Hearne  
 Alanna Hill  
 Kristy Hosking and Paul Marshall  
 Tania and Andrew Howe  
 Rachel Hughes  
 Leah and Geoff Hunt  
 Leanne and Graeme Ibbs  
 Max Jones  
 Danni Sue Jones and Desmond Lanigan  
 Sian Lennon

Terri McArdle and Jeff O'Neil  
 Hannah O'Neil  
 Timothy Page and Trudy Jowett  
 Deborah Paull  
 Warren and Debra Pearce  
 Paul and Tracy Pickering  
 Chloe Poth  
 Nikki Rayson  
 Vivian Riley  
 Kathy Treweek  
 Vicki and Danni Riordan  
 Cheryl and Dale Robertson  
 Cathy Young  
 Cassandra and Dean Scott  
 Patricia Jones  
 Barbara and Athena Sichounidis  
 Antonella Onzo  
 Lynise Sherlock  
 Deri Singleton  
 Chloe Sloan  
 Lisa and Greg Sloan  
 Veyan Jane and Allan Smyth (Rogers)  
 Heather Young  
 Shayne Mitchill  
 Erica Percy  
 Pettina Kelly and Ricky Handy

## Foster Care Assessment and Placement Panel

Andrew Cameron  
 Barbara Clifford  
 Luke Dalton  
 Michael Coleman  
 Nicholas Ferry  
 Kristy Giordon  
 Sue Hermans  
 Rachel Johnson  
 Sarah Medwell  
 Natalie Mensforth  
 Jenny Nolen  
 Deborah Paull  
 Jennifer Robertson

# Thank You To Our Supporters

Mallee Family Care is very appreciative of the enormous amount of support that is provided to us through our partners, stakeholders and funders. There are many individuals, families and businesses that understand our firm commitment to investing in our local communities. We also acknowledge the investment made in us from some donors who choose to remain anonymous.

## Mallee Family Care Donors

Adelle Sarrou	Marleen Warburton
Alicine Bennet	Nadine Matarazzo
Ange Johnstone	Nick Nalder
Annie Evans	Patrick McLoughlan
Ava and Angus Bissett	Pauline Standbrook
Bernadette Brougham	Rebecca Hart
Cara Bradshaw	Rhonda Moy
Carmen Bellini	Ros Quodling
Cathy Thompson	Sam and Di Cross
Charlie Simoes	Sandy Judd
Chris Dave	Sherrel Hodge
Corrina Byrnes	Sharon Whittaker
Corrina Graham	Tim McClelland
Garry Davison	Tony Albert
Guy Fielding	Vanessa Taglierini
Jema Aksu	Velda Hans
Jenny Wescombe	Verity Mihan
Joan Ely	Australian Pioneer Pistachio Company
Joan Marshall	Best & Less Mildura
John Taylor	Bunnings Mildura
Kaleb Simpson	Central Mallee Co-Operative Parish
Kylie Andrews	Chemist Warehouse
Kyra Arnold	Coles Mildura
Lina Knudsen	Davison Motor Group

Elegance Hair
Janette's Quilting Group
Lower Murray Water
Manangatang Uniting Church
Mildura Blue Illusion
Mildura Chocolate Company
Mildura Motor Holdings
Mid-Murray Chiropractic
Natasha Baker
Nyah Uniting Church
Nyah West Uniting Church
Nuta Wandel Harvest
Pethard Tarax Charitable Trust
Robinvale College
Share the Dignity
Swan Hill Rotary Club
The Beauty Spot
Tresco Lodge
Underbool Co-operative Church
Underbool Ladies Guild
Uniting Church Lake Boga
Uniting Church Sea Lake

## Government Partners

### Commonwealth Government

Attorney Generals Department  
Building Better Regions Fund –  
Infrastructure Projects Stream  
Department of Social Services  
National Disability Insurance Agency  
National Indigenous Australians  
Agency

### Victorian Government

Consumer Affairs – Department of  
Justice and Community Safety  
Department of Education  
Department of Families, Fairness and  
Housing  
Department of Health  
Emergency Recovery Victoria  
Murray Primary Health Network  
Victoria Legal Aid

### New South Wales Government

Department of Communities and  
Justice  
Department of Education  
Office of Responsible Gambling

## Chances for Children Foundation Partners

Arch Project group	Freemasons Mildura	Lower Murray Water
Boo's Café	Freemasons Swan Hill	Seaway
Bunnings Mildura	Lord Mayor's Charitable Fund	SuniTAFE
Dominoes Mildura	Foundation Funded by Cheryl & David Baer Family Fund	Uteznvanz
Elegance Hair	Mildura Chocolate Company	Wallis Cinema
Equity Trustees – The Raymond & Kathi Adams Gift	Mildura Fruit Company	Wentworth District Capital Limited
Euston Bowling and Recreation Club	Mildura Hamper Co	Ye Olde Lolly Shoppe
Euston Club Resort	Mildura Living Magazine	Yeast Foundation
Findex Mildura	Murray River Salt	400 Gradi
Freemasons Foundation Victoria	Nangiloc Colignan Farms	

## Chances for Children Foundation Sustaining Supporters, Donors and Workplace Givers

Katie Aarons	Christine Forbes	Timothy Rodger
Riley Allen	Kathy Gadsden	Robyne Rundell
Melissa Amos	Lauren Gearman	Willi Sharon
Fred Apthorpe	Corrina Graham	Josephine Sheldrick
Natasha Baker	Riza Gultekin	Karina Sinclair
Grant Beggs	Margrete Hamence	Rhonda Smith
Christine Bishop	Anthony Hickey	Samantha Stitt
Carol Blundy	Karen Hogarth	Sharyn Sturre
Maureen Body	Greg and Bev Hutchinson	Harley Tarr
Leanne Bosman	Karren James	John Taylor
Cara Bradshaw	Teresa Jayet	Courtney Tepper
Karen Casey	Gayle Maree Kennedy	Robert and Jo Toms
Alison Clarke	Kim Lavery	Jennifer Wescombe
Ross and Margaret Cleeland	Andrew Lucchesi	Jessica White
Adele Collinson	Donald and Jane MacDonald	Marie Whiting
Allison Collyer	Irene Masters	Emily Williams
Rosemary Connell	Linda McKinnon	Russell Williams
Sarah Cox	Sarah Merry	Clinton Wills
Timothy Cranna	Mike and Tracey Mooney	Eilish Zappia
Sam and Diana Cross	Lauren Moore	Carinya Branch Mildura – Millewa Group
Erika Cross	Michael Morey	Country Care Hearing
Jeremy Daimon	Natalie Morgan	Devilees Air Conditioning
Sarah Darling	Rosemary Norton	Findex Mildura
Tracey Davis	Cath O'Connor	Prestige Staffing Pty Ltd
Fiona and Peter Devilee	Peter and Andrea O'Donnell	St Mary MacKillop College Swan Hill
Erissa Dipu	Rini Op't Hoog	Totally Workwear Mildura
Jeanette Donohue	Kira Orsini	Tyrrell College
James Dougherty	Tania Pearce	
Alwin Fadzli	Sotirios Pestrivas	
Leanne Faux	Tracey Presley	
Amanda Ferguson	Colin Rawnsley	
Lidia Finna	Keith OAM and Jan Richards	



2023 Christmas Appeal Donors  
 Ange Johnstone, Teresa Jayet and Henderson College

## Christmas Appeal Donors

Ange Johnstone  
 Bernadette Brougham  
 Cara Bradshaw  
 Carmen Bellini  
 Carly Davis  
 Charlie Simoes  
 Corrina Graham  
 Garry Davison  
 Jema Aksu  
 Jenny Wescombe  
 Kyra Arnold  
 Natasha Baker  
 Pauline Standbrook  
 Ros Quodling  
 Sandy Judd  
 Sharon Whittaker

Siobhon Gathercole  
 Syd Wilson  
 Verity Mihan  
 Aspire  
 Aura Beauty  
 Camerons Fine Jewellers  
 Collie and Tierney  
 Country Women's Association -  
 Southern Mallee  
 Crowies Paints  
 Findex - Mildura  
 Fire Rescue Victoria - Station 72  
 Goodyear  
 Henderson College  
 Heirloom Estate  
 Home Coach  
 Home.life

Lime Therapy  
 Lower Murray Water  
 MADEC  
 Mid Murray Chiropractic  
 MixxFM / Ace Radio  
 Monash University - Rural Health Mildura  
 My 2 Girls  
 Priceline  
 Ray White Swan Hill  
 SuniTAFE  
 Swan Hill Fire Brigade Auxiliary  
 Swan Hill Optical  
 Swan Hill Woodworkers Club  
 The Beauty Spot  
 Toorak Avenue Residence  
 Toyworld Swan Hill



# Financial Report



# Financial Report

## Directors' Report for the Year Ended 30 June 2023

Your directors present their report on Mallee Family Care Ltd ("the Agency") for the financial year ended 30 June 2023.

### Directors

The details of the directors in office at any time during or since the end of the year are:

#### Ross Lake OAM

Non-executive Director

##### Qualifications

Bachelor of Law, Bachelor of Economics, Diploma of Education.

##### Experience

Board member for most of the period since the inception of Mallee Family Care in 1984. Mr Lake holds a number of other Directorships including the Mallee Regional Innovation Centre Strategic Advisory Panel and Institute of Post Colonial Studies.

##### Special Responsibilities

Chair, Member Finance Audit and Risk Committee.

#### Jenna Yetman

Non-executive Director

##### Qualifications

Bachelor of Commerce (Accounting), Bachelor of Laws and Legal Practice, Company Directors GAICD.

##### Experience

Ms Yetman was appointed Deputy Chair in 2020. Ms Yetman is a Corporate Lawyer for a national retail and manufacturing business and has held a number of Directorships within local communities.

##### Special Responsibilities

Deputy Chair.

#### Christine Cottrell

Non-executive Director

##### Qualifications

Graduate Certificate in Business Administration, Fellow of the Institute of Community Directors Australia (FICDA).

##### Experience

Ms Cottrell has spent 20 years working in Not-For-Profit Services including Australian Institute of Company Directors, Australian Sonographers Association and Royal Australasian College of Medical Administrators. She is currently the Director of Connected Beginnings Mildura, working with Aboriginal and Torres Strait Islander families to improve the lives of children. Ms Cottrell currently holds a Directorship with Mildura Community House.

##### Special Responsibilities

Chair of Finance Audit and Risk Committee.

#### Geoff Dea

Non-executive Director

##### Qualifications

Bachelor of Business (Accounting), CPA.

##### Experience

Mr Dea is the CEO of Sunraysia Institute of TAFE and is a member of the Board and Audit Committee of Mildura Regional Development Ltd.

##### Special Responsibilities

None.

#### Dr Suriya Hariprakash

Non-executive Director

##### Qualifications

MBBS, DCH, MRCP(Paediatrics), MRCPCH, CCT in Paediatrics and Paediatric Intensive Care Medicine (UK), FPCCM (Toronto, Canada), FRACP.AFRACMA.

##### Experience

Dr Hariprakash is the Senior Staff Specialist in Paediatrics and the Clinical Director of Paediatrics at Mildura Base Public Hospital. He received the Lucas Excellence Award in recognition of his contribution to the health and wellbeing of children in this region. Dr Hariprakash is a member of the Royal Australasian College of Physicians and the Australian Society of Clinical Immunology and Allergy.

##### Special Responsibilities

None.

## Belinda Hudak

Non-executive Director

### Qualifications

Masters of Leadership and Management, Bachelor of Education, Bachelor of Arts.

### Experience

Ms Hudak is the principal of Mildura Senior College. Ms Hudak was appointed principal in June 2017. She is also on the board of the Northern Mallee Local Learning Employment Network, Independent Chair of Mildura headspace Consortium and the Mallee representative on the State-wide Committee of the Victorian Association of Secondary School Principals. Ms Hudak has a passion for supporting young people and our regional community to thrive.

### Special Responsibilities

None.

## Dr Andrew Kremor

(Resigned June 2023)

Non-executive Director

### Qualifications

PhD (Engineering Geology), Master of Business Administration, GAIDC.

### Experience

Dr Kremor has held various executive and non-executive directorships with private and public companies including Zero Emissions Water, Salinity Accountability Advisory Committee, Babcock and Brown Finance, Flinders Power, Sparq Solutions, Alinta Energy, Allgas Networks, Energy Networks Association and Windmill Performing Arts Company. Dr Kremor is a General Manager at the Murray Darling Basin Authority and has extensive senior management experience in the energy and water sectors.

### Special Responsibilities

None.

## Dr Chelsea Todd

Non-executive Director

### Qualifications

PHD, Bachelor of Psychology, Advanced Leadership Program.

### Experience

Dr Todd has previously been a director of Mallee Family Care Ltd in 2018/2019. She has held senior positions in both the South Australian and Victorian public service, most recently as Principal Advisor for the Mallee region, Department of Families, Fairness and Housing. She is now is director of her own business, Chelsea Todd Pty Ltd, which provides multi-disciplinary support to women throughout Motherhood.

### Special Responsibilities

None.

## Eelco Vugs

Non-executive Director

### Qualifications

Masters in Mental Health and Masters in Criminology.

### Experience

Mr Vugs has more than 15 years' experience in child protection and safeguarding roles for both government and non-government organisations in Australia and overseas.

He is currently the Global Director of Safeguarding for Oxfam International.

### Special Responsibilities

None

Directors have been in office since the commencement of the financial year to the date of this report unless otherwise stated.

## Company Secretary

Ms Teresa Jayet held the position of Company Secretary at the end of the financial year:

### Qualifications

MBA, Bachelor of Social Work, Bachelor of Education, Diploma of Financial Counselling, Graduate Diploma Family Dispute Resolution.

### Experience

Mrs Jayet has been an employee of the Agency, in various positions, since 1994 and is currently the Chief Executive Officer. She was appointed Company Secretary on 11 March 2021 when the Agency was first incorporated as a Company Limited by Guarantee.

## Meetings of Directors

During the financial year, 18 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows:

	Directors' Meetings		Finance Audit and Risk Committee	
	No. eligible to attend	No. attended	No. eligible to attend	No. attended
Mr Ross Lake	11	11	7	5
Ms Jenna Yetman	11	6	-	-
Ms Christine Cottrell	11	9	7	7
Mr Geoff Dea	11	8	-	-
Dr Suriya Hariprakash	11	8	-	-
Ms Belinda Hudak	11	8	-	-
Dr Andrew Kremor	11	7	-	-
Dr Chelsea Todd	11	9	-	-
Mr Eelco Vugs	11	8	-	-

## Review of Operations

Mallee Family Care has produced a strong financial result for the 2022/2023 financial year. Whilst the Organisation has experienced challenges throughout the year, the focus has always been on achieving the highest possible levels of service and meeting the needs of our communities of interest.

There is no doubt that the rising cost of living and inflation resulted in a higher level of expenditure required to achieve program outcomes. The persistence of COVID-19 within the community has led to increased levels of employee leave and the continuance of virtual contact via video conferencing and on-line meetings rather than in person events. Added to the above, in the later part of 2022 and early in 2023, our Mallee region and South-West New South Wales experienced its most significant flooding event of the Murray and Darling River systems since 1956. Travel between communities, office locations and clients' homes became restricted as the crisis evolved making delivery of service more difficult. In some circumstances clients as well as Mallee Family Care employees were forced to evacuate from their dwellings. The effects of the flood are still impacting our communities.

Workforce recruitment and retainment due to a limited pipeline of graduates in specialised fields of practice and the lack of availability of qualified professionals has been addressed through a number of effective strategies, including our implementation of a paid internship and traineeship program as well as a supported employee study program which aligns with our Organisation's strategic plan.

Mallee Family Care successfully tendered and was awarded funding to support new programs which commenced during 2023 including the new Federally funded Child Contact Centre located in Swan Hill, which complements our existing service in Mildura and a new program in partnership with MIND Australia, the Family and Carer Led Centre operating from 122 Ninth Street, Mildura.

Flood Recovery funding received from Victorian government sources has supported financial counselling and case work, particularly in the Southern Mallee. Family support has also been provided through the inclusion of additional play group facilities. This work will continue into the new financial year.

After an extensive planning and advocacy process, this financial year has seen the commencement of the construction of the Organisation's new Mildura office location at 123 Ninth Street. This occurred due to the successful grant application for \$4.9m in grant funding in 2021, from the Commonwealth Building Better Regions Fund (BBRF).

### New Accounting Standards Implemented

No new Accounting Standards which impact on the operations of the Agency have come into effect during the 2022/2023 financial year.

### Significant Changes in the State of Affairs

No significant changes in the state of affairs of the Agency occurred during the financial year.

### Principal Activities

The principal activity of the Agency is the advancement of social and community welfare through the provision of a diverse range of services and supports to vulnerable children; disadvantaged families and individuals; and, people with a disability.

No significant change in the nature of these activities has occurred during the year.

### Likely Developments and Expected Results of Operations

The operating budget for 2023/2024 projects a surplus of over \$3,220,000 primarily due to the anticipated receipt of grant funding from the Commonwealth Building Better Regions Fund (BBRF). The multi-million dollar construction of the new building at 123 Ninth Street, Mildura, which will ultimately relocate six existing office locations and approximately 30 programs into one location, commenced during the 2022/2023 financial year and will continue throughout 2023/2024 and 2024/2025 financial years.

Overall, the Organisation's financial costs are anticipated to rise in the new financial year with an employment expense increase due to both the growth in staffing numbers and employment costs. This is compounded by the current state of the economy leading to higher charges for utilities and program costs. It is also imperative to note that increased program delivery costs coupled with lower CPI adjustments, indexation, increased WorkSafe and insurance costs are an added financial burden, which impacts overall on service delivery to programs.

### Auditors' Independence Declaration

A copy of the auditor's independence declaration as required under s 307C of the Corporations Act 2001 is set out on page 42.



Ross Lake  
Chair of the Board  
Dated: 24 August 2023

### AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 60-40 OF THE AUSTRALIAN CHARITIES AND NOT FOR PROFITS COMMISSION ACT 2012 TO THE MEMBERS OF THE BOARD OF MALLEE FAMILY CARE LTD

I declare that, to the best of my knowledge and belief during the year ended 30 June 2023 there have been:

- no contraventions of the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.



**William Buck**  
ABN 38 280 203 274



**G.W. Martinella**  
Partner

Dated this 24<sup>th</sup> day of August, 2023.

## Statement of Profit and Loss and Other Comprehensive Income for the Year Ended 30 June 2023

	Note	2023 \$	2022 \$
<b>Income</b>			
Contract income from Government	2.1	20,874,174	18,720,461
Fee for service income	2.2	3,194,574	3,224,574
Other program income		68,241	69,558
Donations and fundraising	2.3	388,337	328,437
Investment income	2.4	665,701	78,126
Sundry income		224,550	193,430
Profit on sale of fixed assets		-	287,999
Capital grants		236,471	-
<b>Total Revenue</b>		<b>25,652,048</b>	<b>22,902,585</b>
<b>Less: Expenses</b>			
Employee benefits	3.1	17,552,605	16,132,999
Program delivery		2,990,494	2,577,289
Administration		1,665,988	1,437,589
Building occupancy and operating		765,655	681,066
Motor vehicles		215,997	177,805
Payments to beneficiaries		42,125	46,121
Fundraising costs		152,254	128,369
Interest and finance charges		2,129	8,874
Depreciation and amortisation	3.3	492,262	566,628
<b>Total Expenditure</b>		<b>23,879,509</b>	<b>21,756,740</b>
<b>Net Surplus For The Year</b>		<b>1,772,539</b>	<b>1,145,845</b>
<b>Other Comprehensive Income</b>			
Fair value adjustment for Intangibles (Software)	4.2	(120,848)	-
<b>Total Comprehensive Income For The Year</b>		<b>1,651,691</b>	<b>1,145,845</b>

The accompanying notes form part of these financial statements

## Statement of Financial Position as at 30 June 2023

	Note	2023 \$	2022 \$
<b>Current Assets</b>			
Cash and cash equivalents	5.2	18,960,537	6,975,767
Cash investments	5.2	1,665,218	10,392,559
Receivables	2.5	564,055	604,405
Other current assets	7.4	257,733	291,929
<b>Total Current Assets</b>		<b>21,447,543</b>	<b>18,264,660</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	4.1	8,015,973	7,247,950
Intangibles	4.2	139,771	361,432
<b>Total Non-Current Assets</b>		<b>8,155,744</b>	<b>7,609,382</b>
<b>Total Assets</b>		<b>29,603,287</b>	<b>25,874,042</b>
<b>Current Liabilities</b>			
Payables	3.7	1,670,072	1,298,594
Employee benefits	3.5	1,758,467	1,561,778
Other current liabilities	2.6	6,696,653	5,128,048
Hire purchase liability (net)	5.3	8,596	70,629
<b>Total Current Liabilities</b>		<b>10,133,788</b>	<b>8,059,049</b>
<b>Non-Current Liabilities</b>			
Employee benefits	3.5	74,284	62,873
Hire purchase liability (net)	5.3	18,886	27,482
<b>Total Non-Current Liabilities</b>		<b>93,170</b>	<b>90,355</b>
<b>Total Liabilities</b>		<b>10,226,958</b>	<b>8,149,404</b>
<b>Net Assets</b>		<b>19,376,329</b>	<b>17,724,638</b>
<b>Equity</b>			
Accumulated surplus		15,147,357	13,721,694
General reserves	5.5	2,081,066	2,081,066
Chances for Children - Special Purpose Reserve	8	695,768	469,740
Chances for Children Bequests - Special Purposes Reserve	8	1,452,138	1,452,138
<b>Total Equity</b>		<b>19,376,329</b>	<b>17,724,638</b>

The accompanying notes form part of these financial statements



## Statement of Changes in Equity for the Year Ended 30 June 2023

	Total 2023 \$	Total 2022 \$	Accum. Surplus 2023 \$	Accum. Surplus 2022 \$
Balance at beginning of the financial year	17,724,638	16,578,793	13,721,694	12,672,583
Surplus (Deficit) for the year	1,772,539	1,145,845	1,546,511	1,049,111
Other comprehensive income (loss) for the year	(120,848)	-	(120,848)	-
Transfers to (from) Reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>19,376,329</b>	<b>17,724,638</b>	<b>15,147,357</b>	<b>13,721,694</b>

## Statement of Cashflows for the Year Ended 30 June 2023

	Note	2023 \$ Inflows (Outflows)	2022 \$ Inflows (Outflows)
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Contract payments from Government		24,498,013	20,334,232
Donations and fundraising		388,337	328,437
Interest received		57,827	820
Other receipts		4,139,362	3,834,395
		<b>29,083,539</b>	<b>24,497,884</b>
<b>Payments</b>			
Payments to employees		(17,378,962)	(16,175,281)
Payments to suppliers and providers		(6,093,787)	(5,075,465)
Payments to Beneficiaries, Chances For Children		(44,231)	(48,427)
GST paid		(1,583,247)	(1,539,913)
		<b>(25,100,227)</b>	<b>(22,839,086)</b>
<b>Net cash provided by operating activities</b>	<b>5.1</b>	<b>3,983,312</b>	<b>1,658,798</b>
<b>Cash flows from investing activities</b>			
Payments for fixed assets and intangibles		(1,159,472)	(338,891)
Proceeds from sale of fixed assets		-	13,500
Proceeds from sale of assets held for resale		-	449,701
<b>Net cash used in investing activities</b>		<b>(1,159,472)</b>	<b>124,310</b>
<b>Cash flows from financing activities</b>			
Hire Purchase contracts repaid		(72,759)	(276,429)
Transfer from (to) term deposits with terms exceeding 3 months		9,233,689	(3,310,368)
<b>Net cash from (used in) financing activities</b>		<b>9,160,930</b>	<b>(3,586,797)</b>
<b>Net increase (decrease) in cash for the year</b>		<b>11,984,770</b>	<b>(1,803,689)</b>
Cash at beginning of financial year		6,975,767	8,779,456
<b>Cash at end of financial year</b>	<b>5.2</b>	<b>18,960,537</b>	<b>6,975,767</b>

The accompanying notes form part of these financial statements

General Reserves (Note 5.5) 2023 \$	General Reserves (Note 5.5) 2022 \$	Special Purposes Reserves			
		Chances For Children (Note 8.2) 2023 \$	Chances For Children (Note 8.2) 2022 \$	Chances For Children Bequests (Note 8.2) 2023 \$	Chances For Children Bequests (Note 8.2) 2022 \$
2,081,066	2,081,066	469,740	373,006	1,452,138	1,452,138
-	-	226,028	96,734	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>2,081,066</b>	<b>2,081,066</b>	<b>695,768</b>	<b>469,740</b>	<b>1,452,138</b>	<b>1,452,138</b>

## Notes to the Financial Statements for the Year Ended 30 June 2023

### NOTE 1: Statement of Significant Accounting Policies

The financial statements were authorised for issue by the Board on 24 August 2023

#### Basis of Preparation

Mallee Family Care Ltd ("the Agency") applies Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards board ("AASB").

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures and the Australian Charities and Not-For-Profit Commission Act 2012. The Agency is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless stated otherwise.

#### Historical cost convention

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

The financial statements are prepared on a going concern basis.

#### Accounting Policies

##### a) Rounding

The amounts presented in the financial statements have been rounded to the nearest dollar. All amounts are expressed in Australian dollars.

##### b) Internal Transactions

In compiling this financial report, internal transactions, including charges to programs for use of motor vehicles, property, occupancy, general administration and other services have been eliminated.

### c) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office ("ATO"). Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

### d) Income Tax

The Agency has an Income Tax Exemption under Subdivision 50-B of the Income Tax Assessment Act 1997 and therefore is not subject to income tax.

### e) Fair Value of Assets and Liabilities

The Agency measures some of its assets and liabilities at fair value on a recurring basis.

Fair value is the price the Agency would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market value may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. The valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, information is extracted from the most advantageous market available to the entity at the reporting date (i.e. the market that maximises the receipts from the sale of an asset or minimises the payment that would be required to transfer a liability, after taking into account transaction and transport costs).

### f) Critical Accounting Judgements, Estimates and Assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements.

Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed in the relevant notes.

### g) New Accounting Standards For Application in Future Periods

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2023 reporting period. The Agency has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

## NOTE 2: Funding Our Diverse Services

The Agency provides around 40 discreet service lines across a very broad range of disciplines, from Family Services and Mental Health Support to Relationship Services and Legal Services. Funding for these services is derived from a variety of sources, which are summarised below.

### Recognition of Income

#### Government Contract Income

Service delivery contracts with government departments and other agencies are assessed to determine whether they are enforceable and have specific performance obligations in accordance with AASB 15.

The core principle of AASB 15 is that revenue is recognised proportionally on a basis that reflects the provision of promised services to funders. Income is recognised by applying a five-step model as follows: identify the contract with the customer, identify the performance obligations, determine the transaction price, allocate the transaction price to the performance obligations and recognise revenue as and when control of the performance obligations is transferred.

Where AASB 15 applies, the Agency identifies each performance obligation relating to the contract; recognises a liability, contract income in advance (refer 2.6 below), for its obligations under the contract when funds are received; and recognises income as it satisfies its performance obligations. Where contracts are not enforceable or performance obligations are not specific, income is recognised when received.

#### Other Income

- Fee for Service income is recognised at the point when services are delivered to clients.
- Donations and bequests are recognised as revenue when received.
- Interest revenue is recognised using the effective interest method, which for floating rate financial assets, is the rate inherent in the instrument.
- Income from other sources is recognised at the point the Agency has a contractual right to bill, or when the income is received.

All revenue is recognised net of goods and services tax.

### 2.1 Government Contract Income

	2023 \$	2022 \$
Victorian Government	11,371,071	10,489,603
Commonwealth Government	5,968,566	5,145,462
New South Wales Government	3,534,537	3,085,396
	<b>20,874,174</b>	<b>18,720,461</b>

### 2.2 Fee For Service Income

Income from services provided on a fee for time basis and service delivery contracts not directly funded by government	3,194,574	3,224,574
	<b>3,194,574</b>	<b>3,224,574</b>

Includes activity funded by the National Disability Insurance Scheme.

### 2.3 Donations and Fundraising

Bequests	103,232	156,495
Other fundraising	285,105	171,942
	<b>388,337</b>	<b>328,437</b>

### 2.4 Investment Income

Interest	665,701	78,126
	<b>665,701</b>	<b>78,126</b>

## 2.5 Receivables

	2023 \$	2022 \$
Sundry debtors and other receivables is largely made up of amounts owing in respect of services undertaken on a fee for time basis and income from other sources in the ordinary course of business.		
Sundry debtors	574,055	624,405
Other receivables	-	-
less Provision for expected credit losses	(10,000)	(20,000)
	<b>564,055</b>	<b>604,405</b>
Movement in Provision for Expected Credit Losses:		
Opening balance	20,000	10,000
Charged to expense	(10,000)	10,000
Closing balance	<b>10,000</b>	<b>20,000</b>
Financial assets at amortised cost classified as receivables:		
Total current	<b>564,055</b>	<b>604,405</b>

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Receivables are non interest bearing and are generally collected within 30 days.

## 2.6 Other Current Liabilities

Contract Income in Advance	6,696,653	5,128,048
	<b>6,696,653</b>	<b>5,128,048</b>
Balance at beginning of year	5,128,048	4,926,081
Add Funding received	23,328,675	19,459,044
Less recognised as Income	(20,992,230)	(19,036,413)
Less repaid to funder	( 767,840)	(220,664)
Balance at end of year	<b>6,696,653</b>	<b>5,128,048</b>

Contract income in advance relates mainly to service contracts with various government departments for delivery of a range of welfare services in future periods. The movement in income in advance is attributable to payments received from customers in advance of services to be provided less the recognition of income from amounts received for services provided during the year.

## NOTE 3: The Costs of Service Delivery

	2023 \$	2022 \$
Details of the expenses associated with the provision of services by the Agency and the liabilities associated with the those expenses are outlined below:		

### 3.1 Employee Benefits

<b>Superannuation contributions</b>	1,595,021	1,392,837
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In accordance with statutory requirements the Agency contributed 10.5% (2022: 10%) of gross remuneration for its accumulation members to a range of funds as designated by the members. Assets accumulate in the funds to meet members' benefits as they retire. These contributions are recognised as an expense when incurred.

### 3.2 Key Management Personnel Compensation

Any persons having authority and responsibility for planning, directing and controlling activities of the Agency, directly or indirectly, are considered to be key management personnel (KMP). The totals of remuneration paid to KMP of the Agency during the year are as follows:

<b>Key management personnel compensation</b>	621,411	535,232
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For details of any other transactions with KMP, refer to Note 7.1.

### 3.3 Depreciation and Amortisation

Depreciation is comprised of the following:

Buildings and building improvements	75,718	75,409
Furniture and equipment	138,949	118,778
Motor vehicles	137,461	199,108
<b>Total Depreciation</b>	<b>352,128</b>	<b>393,295</b>

#### Amortisation is comprised of:

Amortisation of Intangibles (Software at Cost)	140,134	173,333
<b>Total Depreciation and Amortisation</b>	<b>492,262</b>	<b>566,628</b>

The depreciation rates used for each class of depreciable asset are based on an assessment of the useful life of the asset class as discussed at Note 4.4 and are set out in the table below:

Depreciable Asset	Depreciation Method:	Depreciation Rate:
Furniture and equipment	Prime Cost	10.0% to 20.0%
Computer equipment	Prime Cost	25.0% to 40.0%
Buildings	Prime Cost	1.67%
Building improvements	Prime Cost	5% to 20%
Motor vehicles	Prime Cost	20%

The cost of Software developed specifically for the Agency is amortised to profit and loss using the straight-line method over its estimated useful life which is generally three years, an amortisation rate of 33.3%.

### 3.4 Other Expense Items for Disclosure

Provision for expected credit losses	(10,000)	10,000
Lease payments, short term and low value leases	230,045	207,269

### 3.5 Employee Benefits as Liabilities

<b>Current</b>	<b>2023\$</b>	<b>2022\$</b>
Provision for annual leave	1,027,984	835,153
Provision for time-off in lieu of overtime	9,444	32,270
Provision for long service leave	721,039	694,355
	<b>1,758,467</b>	<b>1,561,778</b>
<b>Non Current</b>		
Provision for long service leave	74,284	62,873
<b>Total</b>	<b>1,832,751</b>	<b>1,624,651</b>

#### Short term employee benefits

Provision is made for the Agency's obligation for short-term employee benefits.

Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and time-off in lieu of overtime. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Agency's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

#### Long term employee benefits

Provision is made for employees' annual leave and long service leave entitlements not expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to end-of-reporting-period market yields on government bonds that have maturity dates approximating the terms of the obligations. Any remeasurements of other long-term employee benefit obligations due to changes in assumptions are recognised in profit and loss in the periods in which the changes occur.

The Agency's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Agency does not have an unconditional right to defer settlement for at least 12 months after the reporting date, in which case the obligations are presented as current provisions.

### 3.6 Accounting Judgements and Estimates Relating to Employee Benefits as Liabilities

#### Employee benefits provision - current

For the purpose of measurement, AASB 119: Employee Benefits defines obligations for short-term employee benefits as obligations expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As the Agency expects that all of its employees would use all of their annual leave entitlements earned during a reporting period before 12 months after the end of the reporting period, the Agency believes that obligations for annual leave entitlements satisfy the definition of short-term employee benefits and, therefore, can be measured at the (undiscounted) amounts expected to be paid to employees when the obligations are settled.

#### Employee benefits provision - non-current

As discussed in note 3.5, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

### 3.7 Payables

<b>Current</b>	<b>2023\$</b>	<b>2022\$</b>
<i>Unsecured</i>		
Trade creditors	760,252	425,743
Sundry creditors	134,382	338,203
GST and PAYG payable	386,927	252,385
Other creditors	388,511	282,263
	<b>1,670,072</b>	<b>1,298,594</b>
Financial liabilities at amortised cost classified as payables:		
Total current	<b>1,283,145</b>	<b>1,046,209</b>

Collateral pledged

No collateral has been pledged for any payables balances.

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Agency during the reporting period that remain unpaid.

The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

### 3.8 Prepayments

Prepayments	257,733	291,929
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Prepayments are payments in advance, predominantly for services like insurance, licences and maintenance, which extend for a period beyond the current accounting period.

## NOTE 4: Assets Used to Support Service Delivery

	2023\$	2022\$
The Agency uses a range of infrastructure and other assets to meet its objectives in service delivery. Details of material items are outlined below:		

### 4.1 Property, Plant and Equipment

#### (a) Gross carrying amount and accumulated depreciation

Land at fair value (i)	3,865,923	3,865,923
	<b>3,865,923</b>	<b>3,865,923</b>
Buildings at fair value (i)	2,848,263	2,848,263
Capital Work in Progress - Buildings (i)	1,210,827	170,171
less Accumulated depreciation	(372,399)	(324,837)
	<b>3,686,691</b>	<b>2,693,597</b>
Building improvements at cost and fair value (i)	929,945	929,945
less Accumulated depreciation	(842,162)	(814,007)
	<b>87,783</b>	<b>115,938</b>
Motor vehicles (at cost)	1,446,541	1,446,541
less Accumulated depreciation	(1,378,265)	(1,240,804)
	<b>68,276</b>	<b>205,737</b>
Furniture and equipment (at cost)	1,099,496	1,094,244
less Accumulated depreciation	(792,196)	(727,489)
	<b>307,300</b>	<b>366,755</b>
<b>Net Property, Plant and Equipment</b>	<b>8,015,973</b>	<b>7,247,950</b>

(i) The Board has reviewed fair values at 30 June 2023 and is satisfied that carrying values are consistent with fair values at that date. Refer below and Note 4.4.

#### (b) Reconciliations of the carrying amounts of each class of asset

Year Ended 30 June 2023 Reconciliation of carrying values by asset class

	Land \$	Building Improvements \$	Buildings \$	Motor Vehicles \$	Furniture and Equipment \$	Total \$
Balance at the beginning of year	3,865,923	115,938	2,693,597	205,737	366,755	7,247,950
Additions	-	-	1,040,657	-	79,494	1,120,151
Disposals	-	-	-	-	-	-
Depreciation expense	-	(28,155)	(47,563)	(137,461)	(138,949)	(352,128)
<b>Carrying amount at the end of year</b>	<b>3,865,923</b>	<b>87,783</b>	<b>3,686,691</b>	<b>68,276</b>	<b>307,300</b>	<b>8,015,973</b>

Year Ended 30 June 2022 Reconciliation of carrying values by asset class

	Land \$	Building Improvements \$	Buildings \$	Motor Vehicles \$	Furniture and Equipment \$	Total \$
Balance at the beginning of year	3,865,923	143,785	2,645,720	367,554	380,579	7,403,561
Additions	-	-	95,439	37,291	104,954	237,684
Disposals	-	-	-	-	-	-
Depreciation expense	-	(27,847)	(47,562)	(199,108)	(118,778)	(393,295)
<b>Carrying amount at the end of year</b>	<b>3,865,923</b>	<b>115,938</b>	<b>2,693,597</b>	<b>205,737</b>	<b>366,755</b>	<b>7,247,950</b>

#### Valuation

Land and buildings are measured at fair value based on periodic, but completed approximately every 5 years, valuations by external independent valuers, less accumulated depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct directors' valuations to ensure the carrying amount for the land and buildings is not materially different from fair value. Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the revaluation surplus in equity. Revaluation decreases that offset previous increases in the same class of assets are recognised in other comprehensive income under the heading of revaluation surplus. Other decreases are recognised in profit and loss.

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event that the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised either in surplus or deficit, or as a revaluation decrease, if the impairment losses relate to a revalued asset.

#### Impairment

At the end of each reporting period, the Agency assesses whether there is any indication that an asset (including Intangible Assets) may be impaired.

If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit and loss, unless the asset is carried at a revalued amount in accordance with another Standard (eg in accordance with the revaluation model in AASB 116: Property, Plant and Equipment). Any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Where an impairment loss on a revalued asset is identified, this is recognised against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that class of asset.

#### Subsequent Costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the costs of the item can be measured reliably. All repairs and maintenance are recognised as expenses in profit and loss during the financial year in which they are incurred.

#### Capitalisation and Useful Lives

Assets with a cost in excess of \$1,500 are capitalised and depreciation has been provided on depreciable assets so as to allocate their cost - or valuation - over their estimated useful lives using the methods as set out on the following page. Estimates of the remaining useful lives and depreciation method for all assets are reviewed at least annually.

## Disposal

Gains and losses on disposals are determined by comparing net proceeds with the carrying amount. These gains and losses are recognised in profit and loss in the period in which they occur. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

## 4.2 Intangible Assets

	2023\$	2022\$
<b>(a) Gross carrying amount and accumulated amortisation</b>		
Software (at cost)	921,860	1,097,595
less Accumulated amortisation	(782,089)	(736,163)
<b>Net Intangibles</b>	<b>139,771</b>	<b>361,432</b>

## (b) Reconciliations of the carrying amounts of each class of asset

Year Ended 30 June 2023 Reconciliation of carrying values by asset class	Software	Total
	\$	\$
Balance at the beginning of year	361,432	361,432
Additions	39,321	39,321
Fair Value Adjustment (Software Development)	(120,848)	(120,848)
Software development expensed	-	-
Amortisation expense	(140,134)	(140,134)
<b>Carrying amount at the end of year</b>	<b>139,771</b>	<b>139,771</b>

Year Ended 30 June 2022 Reconciliation of carrying values by asset class	Software	Total
	\$	\$
Balance at the beginning of year	399,406	399,406
Additions	143,049	143,049
Fair Value Adjustment (Software Development)	-	-
Software development expensed	(7,690)	(7,690)
Amortisation expense	(173,333)	(173,333)
<b>Carrying amount at the end of year</b>	<b>361,432</b>	<b>361,432</b>

## Capitalisation and Useful Lives

Acquired computer software licences are initially capitalised at cost, which includes the purchase price (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditure including employee costs, which enhances or extends the performance of computer software beyond its specifications and which can be reliably measured, is added to the original cost of the software. Costs associated with maintaining the computer software are recognised as an expense when incurred.

These costs are amortised to profit and loss using the straight-line method over their estimated useful lives, usually three years.

The amortisation period and amortisation method are reviewed at least at each balance sheet date. The effects of any revision are recognised in profit and loss when the changes arise.

## Impairment

Computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses.

## 4.3 Fair Value Measurements

For non-financial assets, the fair value measurement takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

The Agency has assets as set out in the table below that are measured at fair value on a recurring basis after initial recognition. The Agency does not subsequently measure any liabilities on a recurring basis and has no assets or liabilities that are measured at fair value on a non-recurring basis.

	Note	2023\$	2022\$
Non-financial assets			
Freehold land (i)	4.1 (a)	3,865,923	3,865,923
Freehold buildings (ii)	4.1 (a)	3,774,474	2,809,535
		<b>7,640,397</b>	<b>6,675,458</b>

(i) For freehold land, the fair values have been determined using a market approach based on 2016 independent valuations. The board has reviewed the carrying values at 30 June 2023 and is satisfied that these are consistent with fair value at that date.

(ii) For freehold buildings, the fair values have been determined using a market approach based on 2016 independent valuations. The board has reviewed the carrying values at 30 June 2023 and is satisfied that these are consistent with fair value at that date.

## 4.4 Accounting Judgements and Estimates Related to Non-Financial Assets

### Estimation of useful lives of assets

The Agency determines the estimated useful lives and related depreciation and charges for its property, plant and equipment. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

### Impairment of non-financial assets

The Agency assesses impairment of non-financial assets at each reporting date by evaluating conditions specific to the Agency and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

## NOTE 5: Financing Our Operations

Details of the sources of finance used by the Agency to fund its operations and activities, including operation cashflow, cash holdings, investments and borrowings.

	Note	2023\$	2022\$
<b>5.1 Cash Flow From Operations</b>			
Reconciliation of Net Result for the year to Net Cash Inflow from Operating Activities			
Net surplus for the year		1,772,539	1,145,845
<b>Non-cash items in current year surplus:</b>			
Depreciation and amortisation		492,262	566,628
Hire purchase finance charges		2,129	8,874
Provision for doubtful debts		(10,000)	10,000
Intangible asset written off		-	7,689
Interest reinvested in deposits with maturities longer than 3 months		(506,347)	(55,401)
Profit on sale of fixed assets		-	(13,500)
Profit on sale of asset held for resale		-	(274,499)
<b>Changes in assets and liabilities:</b>			
Increase (decrease) in payables		202,479	457,301
Increase (decrease) in contracts income in advance		1,568,605	201,967
Increase (decrease) in employee provisions		208,100	(40,724)
Increase (decrease) in GST and PAYG payable		168,999	(27,847)
Decrease (increase) in accounts receivable		50,350	(267,716)
Decrease (increase) in prepayments		34,196	(59,819)
<b>Net cash from operating activities</b>		<b>3,983,312</b>	<b>1,658,798</b>

### 5.2 Cash and Cash Equivalents and Cash Investments

Cash at bank - unrestricted		998,010	213,153
Cash at bank - Chances for Children	8	482,688	266,517
Short term investments - term deposits		17,479,839	6,496,097
<b>Cash and Cash Equivalents</b>		<b>18,960,537</b>	<b>6,975,767</b>
Term deposits where term exceeds 3 months		-	8,737,198
Term deposits where term exceeds 3 months - Chances for Children	8	1,665,218	1,655,361
<b>Cash Investments</b>		<b>1,665,218</b>	<b>10,392,559</b>

The effective interest rate on short-term bank deposits was 3.23% (2022: 0.45%). These deposits have maturities ranging from 80 to 365 days.

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. For purposes of the Statement of Cashflows, cash and cash equivalents includes cash on hand, at bank and on deposit.

### 5.3 Hire Purchase Liabilities

	2023\$	2022\$
<b>Current</b>		
Secured hire purchase contracts	9,398	72,758
Less Unexpired finance charges	(802)	(2,129)
	<b>8,596</b>	<b>70,629</b>
<b>Non-Current</b>		
Secured hire purchase contracts	19,293	28,691
Less Unexpired finance charges	(407)	(1,209)
	<b>18,886</b>	<b>27,482</b>
<b>Hire Purchase Commitments:</b>		
Payments due not later than 12 months	9,398	72,758
Payments due between 12 months and 5 years	19,293	28,691
	<b>28,691</b>	<b>101,449</b>
<b>Minimum Hire Purchase Payments</b>		
Less: Future finance charges	(1,209)	(3,338)
	<b>27,482</b>	<b>98,111</b>

Each hire purchase contract is secured by the underlying asset, which in all cases is a motor vehicle.

### 5.4 Lease Commitments

The Agency has entered into rental lease agreements for use of premises at 64 Lemon Ave, Mildura; 59 Darling St, Wentworth; 1/22 Victoria St, Kerang; 60 Madden Ave, Mildura; 62 Madden Ave, Mildura and 157 Stradbroke Avenue, Swan Hill.

The Directors, after considering the modelling of the application of AASB16 have determined that there are currently no material leases to be recognised under the standard and therefore there has been no impact in the 30 June 2023 financial statements. The Directors will continue to consider leases on an annual basis and material leases will be accounted for under AASB16 (Refer below).

	2023\$	2022\$
<b>Minimum lease payments under short term and low value leases:</b>		
Payments due not later than 12 months	221,417	36,667
Payments due between 12 months and 5 years	148,290	-
<b>Minimum Operating Lease Payments</b>	<b>369,707</b>	<b>36,667</b>

At the inception of a contract, the Agency assesses if the contract contains or is a lease. If there is a lease present that is material to the financial statements, a right of use asset and a corresponding lease liability is recognised by the Agency where the Agency is a lessee. However, where leases are not material together with all contracts that are classified as short term leases (ie a lease with a remaining lease term of 12 months or less) and leases of low value assets, lease payments are recognised as an operating expense on a straight line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Agency uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right of use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date, as well as any initial direct costs. The subsequent measurement of the right of use assets is at cost less accumulated depreciation and impairment losses.

Right of use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right of use asset reflects that the Agency anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

## 5.5 Reserves

Reserves are amounts set aside from past surpluses which have been used for specified purposes, as set out below:

	2023\$	2022\$
Swan Hill building reserve	95,000	95,000
Kerang building reserve	72,820	72,820
Mildura building reserve	269,638	269,638
General capital reserve	551,343	551,343
Asset Revaluation Reserve	1,092,265	1,092,265
	<b>2,081,066</b>	<b>2,081,066</b>

### Building Reserves - Swan Hill , Kerang and Mildura

These reserves were created to identify funds raised specifically for the construction and upgrade of buildings at the three locations. The funds were treated as income when received.

### General Reserve

The general capital reserve is used to record funds received and brought to account as income which have been applied to the acquisition of capital assets.

### Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. The Assets Revaluation Reserve is comprised as follows:

	Land		Buildings	
	2023 \$	2022 \$	2023 \$	2022 \$
Balance at the beginning of the year	1,012,238	1,012,238	80,027	80,027
Revaluation increment (decrement)	-	-	-	-
<b>Balance at the end of the year</b>	<b>1,012,238</b>	<b>1,012,238</b>	<b>80,027</b>	<b>80,027</b>

## NOTE 6: Contingencies, Risks and Valuation Practices

### 6.1 Capital Commitments

As at 30 June 2023 the Agency had capital commitments for the construction of new premises at 123 Ninth Street Mildura totalling \$19,637,167 (including GST) being contract cost of \$20,390,370 less amounts paid \$753,203 (2022: software development \$26,400 - incl GST).

### 6.2 Contingent Assets And Liabilities

As at 30 June 2023 the Agency had no contingent assets or contingent liabilities (2022: nil).

### 6.3 Events Occurring Subsequent To Reporting Date

No events have occurred subsequent to balance date which are likely to materially effect any of the balances or values reported in the financial statements.

### 6.4 Financial Risk Management

	2023\$	2022\$
<b>Financial assets</b>		
Cash and cash equivalents	18,477,849	15,446,448
Cash and cash equivalents, Chances for Children	2,147,906	1,921,878
Loans and receivables	564,055	604,405
	<b>21,189,810</b>	<b>17,972,731</b>
<b>Financial liabilities</b>		
Financial liabilities at amortised cost		
- payables	1,283,145	1,046,209
- hire purchase liabilities	27,482	98,111
	<b>1,310,627</b>	<b>1,144,320</b>

### Financial Instruments - Recognition, Measurement and Classification

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the Agency commits itself to either purchase or sell the asset (ie trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified as at fair value through profit and loss, in which case the transaction costs are recognised immediately as expense in profit and loss.

#### (i) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments, that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rates method.

#### (ii) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost using the effective interest rate method.

### Impairment

At each reporting date, the Agency assesses whether there is objective evidence that a financial instrument has been impaired. Impairment gains and losses are recognised in the Statement of Profit and Loss and Other Comprehensive Income.

### Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the Agency no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either extinguished, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in the profit and loss.



## NOTE 7: Related Parties and Other Disclosures

### 7.1 Related Party Transactions

#### (i) Responsible Persons

The names of the board members who held office during the reporting period are:

- Ross Lake (Chair)
- Christine Cottrell (Chair of Finance Audit and Risk Committee)
- Geoff Dea
- Dr Suriya Hariprakash
- Belinda Hudak
- Dr Andrew Kremor (resigned June 23)
- Dr Chelsea Todd
- Eelco Vugs
- Jenna Yetman (Deputy Chair)

#### (ii) Board Members' Remuneration

No remuneration was paid to board members during the year.

#### (iii) Board Members' Transactions

During the year the following transactions with Board Members or Board Member-related entities were recognised:

- A business in which Ross Lake has a beneficial interest is a supplier of fuel to the Agency. The terms of the transactions were net 30 days and the total payments recognised in the financial report were \$15,780 (2022 - \$10,473). An amount of \$1,500 was owed by the Agency at 30 June 2023 (2022 - \$nil).
- A school of which Belinda Hudak is the Principal is a supplier of education services supported by the Agency's Chances for Children program. The terms of the transactions were net 30 days and the total payments recognised in the financial report were \$489 (2022 - \$1,383). An amount of \$nil was owed by the Agency at 30 June 2023 (2022 - nil).
- A organisation for which Geoff Dea is CEO is a provider of education and training services and supported the Agency's Chances For Children program. The terms of transactions were net 30 days. Included in the financial report were total receipts \$5,000 (2022 - \$5,000) and total payments \$7,842 (2022 - \$3,812). An amount of \$5,000 was owed to the Agency at 30 June 2023 (2022: \$5,000).

#### (iv) Retirement and Superannuation Payments

Amounts paid directly on retirement from office or to prescribed superannuation funds for the provision of retirement benefits for board members were \$nil (2022 - \$nil).

#### (v) Loans

No loans have been made, guaranteed or secured by the Agency to Key Management Personnel during the reporting period.

#### (vi) Other related party transactions

There are no other matters to report.

### 7.2 Operating Region

Mallee Family Care Ltd operates in one geographic area being the Mallee region of north west Victoria and south west New South Wales.

The principal places of business of the Agency are as follows:

1-3 Devenport Street	DARETON
1/22 Victoria Street	KERANG
122 Ninth Street	MILDURA
229 Beveridge Street	SWAN HILL

### 7.3 Members' Guarantee

The Agency is incorporated under the Corporations Act 2001 and is a Company Limited By Guarantee. If the entity is wound up the Constitution requires that each member is required to contribute to a maximum of \$10 each towards meeting any outstanding obligations of the Agency. At 30 June 2023, the number of members was 8.

### 7.4 Other Current Assets

Other current assets, as reported in the Statement of Financial Position, is comprised of the following items:

	Note	2023 \$	2022 \$
Prepayments	3.8	257,733	291,929
		<b>257,733</b>	<b>291,929</b>

## NOTE 8: Chances For Children- Our Philanthropic Fund

The Chances for Children Fund ("Chances") was established in the 2001 financial year. Chances was founded as a partnership between the Agency and three water authorities, Lower Murray Water, First Mildura Irrigation Trust and Sunraysia Rural Water. Its charter is to raise money from public subscription and general donation which is to be used to enhance opportunities for disadvantaged young people from the region. Chances will provide funding to assist such children with education, dealing with disabilities and deprivations arising from disadvantage.

The Agency considers that funds raised through the efforts of Chances (less any applicable expenses) are quarantined for use in assisting beneficiaries, in accordance with the recommendations of a separate advisory board. As such, Chances is operated as a Special Purpose Reserve within the Agency.

Financial statements for the Chances for Children Fund Special Purposes Reserve are set out in 8.1 to 8.3 below:

	Note	2023 \$	2022 \$
<b>8.1 Chances For Children Reserve - Statement of Profit and Loss</b>			
<b>Revenue</b>	<b>8.3(a)</b>		
Sustaining Supporters		59,482	53,976
Other donations		100,089	100,084
Bequests		103,232	-
Fundraising activities		-	-
Interest on investments		-	-
Sundry income		-	-
<b>Total Operating Revenue</b>		<b>262,803</b>	<b>154,060</b>
<b>Expenditure</b>	<b>8.3(a)</b>		
Other operating and project expenses		1,360	11,700
<b>Total Operating Expenditure</b>		<b>1,360</b>	<b>11,700</b>
<b>Funds Available For Distribution</b>		<b>261,443</b>	<b>142,360</b>
less Payments to beneficiaries		(35,415)	(45,626)
<b>Operating Surplus Chances For Children</b>		<b>226,028</b>	<b>96,734</b>

## 8.2 Chances For Children Reserve - Statement of Financial Position

<b>Current Assets</b>			
Cash at bank		482,688	266,517
Term deposit where term exceeds 3 months		1,665,218	1,655,361
<b>Total Current Assets</b>		<b>2,147,906</b>	<b>1,921,878</b>
<b>TOTAL ASSETS</b>		<b>2,147,906</b>	<b>1,921,878</b>
<b>NET ASSETS</b>		<b>2,147,906</b>	<b>1,921,878</b>
<b>Fund Equity</b>			
Opening general reserve balance		469,740	373,006
Surplus for year		226,028	96,734
<b>Closing general reserve balance</b>		<b>695,768</b>	<b>469,740</b>
<b>Closing bequests reserve balance</b>		<b>1,452,138</b>	<b>1,452,138</b>
<b>TOTAL FUND EQUITY</b>		<b>2,147,906</b>	<b>1,921,878</b>

## 8.3 Chances For Children Reserve - Notes to Financial Statements

### (a) Basis of Accounting

Income and expenditure identified as relating to Chances is recognised accordingly in the Statement of Profit and Loss and Other Comprehensive Income.

Assets representing the net balance of the fund are identified in the Balance Sheet and the capital of the fund is disclosed as a Special Purpose Reserve within Equity.

### (b) Internal Transactions

Revenue and expenditure in these supplementary financial statements may include internal transactions with the operating fund of the Agency. In the Statement of Profit and Loss and Other Comprehensive Income, these transactions have been eliminated in accordance with the accounting policy outlined in Note 1(b).

### (c) Contingent Liability For Future Beneficiary Payments

A significant proportion of payments to beneficiaries of Chances For Children represents support for young people undertaking tertiary study. No guarantee is given to tertiary beneficiaries at the commencement of the first year of their studies that support will automatically be granted over the duration of their course. However, in the normal course of events beneficiaries do receive support from Chances For Children for the second and following years of their studies. Circumstances where funding will not be continued include deferral or termination of the course and an improvement in the student's financial situation.

At 30 June 2023, the estimated commitment to future funding of existing tertiary beneficiaries is \$129,370 (2022: \$171,950). This figure is calculated based on the net present value of estimated future cash outflows relating to these beneficiaries. It takes account of anticipated future drop out rates and other mitigating factors.

## Directors' Declaration for the Year Ended 30 June 2023

In accordance with a resolution of the Directors of Mallee Family Care Limited, the directors of the registered entity declare that, in the directors' opinion:

1. The financial statements and notes, as set out on pages 43 to 64, satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and:
  - a. comply with Australian Accounting Standards – Simplified Disclosures applicable to the entity; and
  - b. give a true and fair view of the financial position of the registered entity as at 30 June 2023 and of its performance for the year ended on that date.
2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subsection 60-15(2) of the Australian Charities and Not-For -Profits Commission Regulations 2013.



Ross Lake  
Chair of the Board

Dated: 24 August 2023

## Mallee Family Care Ltd

### Independent auditor's report to members

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial report of Mallee Family Care Ltd (the Company), which comprises the statement of financial position as at 30 June 2023, the statement of profit and loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies and the statement by members of the Board.

In our opinion the financial report of Mallee Family Care Ltd has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- a) giving a true and fair view of the Company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards – Simplified Disclosure and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

The members of the Board are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2023, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the members of the Board for the Financial Report

The members of the Board of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosure Regime and the ACNC Act and for such internal control as the members of the Board determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the members of the Board are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members of the Board either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The members of the Board are responsible for overseeing the Company's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of these financial statements is located at the Auditing and Assurance Standards Board website at:

[www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our independent auditor's report.

**William Buck**  
ABN 38 280 203 274



**G.W. Martinella**  
Partner

Dated this 24<sup>th</sup> day of August, 2023.

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