

MALLEE FAMILY CARE  
**ANNUAL REPORT**  
2021





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 the first people. They have never ceded sovereignty, and remain strong in their enduring connection to land, water and culture.

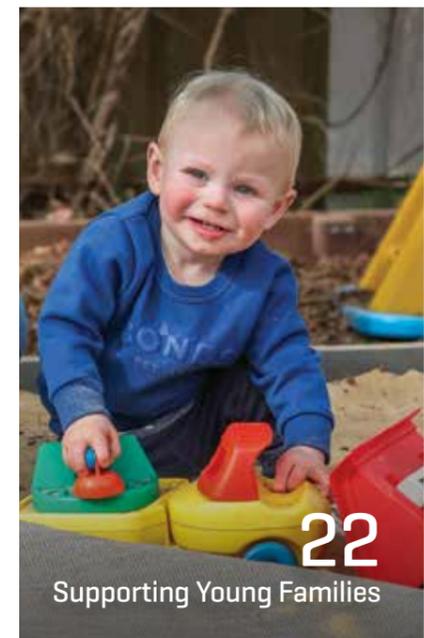
Caring for local people since 1979, Mallee Family Care promotes strong, connected and inclusive communities by embedding diversity and equity practices at the centre of everything we do.



Cover image: Darren Seiler Photography  
Please consider the environment before printing.

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## Vision

Empowering the vulnerable and disadvantaged in our communities

By this we want:

Communities where vulnerable children will be protected;  
Communities where disadvantaged families and individuals will be supported;  
Communities that are committed to supporting those in need.

## Mission

To enrich lives and to increase opportunities

We will do this through Services, Education, Research and Advocacy

## Approach

Our approach to achieving this strategic intent will demonstrate:

We are focused on the resolution of issues and will be flexible and adaptive in our approach;  
We understand our communities, we are informed by practice and our focus is on outcomes that matter;  
We work in partnership with stakeholders;  
We consult broadly and engage with our communities

## Values

Accessibility  
Equity  
Trust  
Inclusivity  
Safety and Accountability



## Directors



**Ross Lake OAM - Chair  
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.



**Jenna Yetman - Deputy Chair  
Non-executive Director**

**Qualifications**

Bachelor of Commerce [Accounting], Bachelor of Laws and Legal Practice, Company Directors Course

**Experience**

Ms Yetman was appointed Deputy Chair in 2020. Ms Yetman holds a number of other Directorships including Madec Australia and Country Fire Authority - Patchewollock Brigade.



**Dr John Cooke  
Non-executive Director**  
[retired 25 February 2021]

**Qualifications**

PhD, Bachelor of Science, Diploma of Agriculture

**Experience**

Board member since 2010. Dr Cooke holds a number of other Directorships including the Mallee Catchment Management Authority and the Regional Advisory Board La Trobe University Mildura Campus.



**Christine Cottrell  
Non-executive Director**

**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  
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.



**Lauren Dinning  
Non-executive Director**  
[resigned 23 September 2020]

**Qualifications**

Bachelor of Law with Honours, Bachelor of Arts, Graduate Diploma in Legal Practice

**Experience**

Ms Dinning is the Principal Lawyer of Dinning and Co. Family Lawyers. She holds a number of directorships including the Regional Liaison Committee with the Family Law Section of the Law Council of Australia and St Paul's Primary School Advisory Council.



**Dr Andrew Kremor  
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.



**Dr Suriya Hariprakash  
Non-executive Director**

**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 the 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.



**Ms Cynthia [Cyndi] Power  
Non-executive Director**

**Qualifications**

BSc [Public Relations], BSc [French]

**Experience**

Ms Power was elected as a Councillor for the Mildura Rural City Council in November 2020, where she holds the portfolio of Community Health and Wellbeing. She is an advocate for women's health with a particular focus on birthing education and birthing services.



**Teresa Jayet CEO  
Secretary**

**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.



**Don Wall  
Independent Member, Audit,  
Finance and Risk Committee**



**Greg Gooch  
Independent Member, Audit,  
Finance and Risk Committee**



Mildura Primary School student talking about the future for young people. International Women's Day.

**“Having people to aspire to is an important thing.”**

## Leadership Team



**Julia Morgan**  
 Director of Corporate Services  
 [3rd September 2021]



**Terry Cronin**  
 Director of Client Services  
 [10th September 2021]



**Chris Forbes**  
 General Manager  
 Education, Training and Research



**Lisa-Maree Stevens**  
 General Manager  
 Community and Wellbeing Services



**George Mudford**  
 General Manager Southern Mallee  
 [23rd August 2020]  
 General Manager Child and Family Service  
 [24th February 2021]



**Andy Charles**  
 General Manager Child and Family Services



**Teresa Jayet**  
 CEO

## Chair and CEO Report

During the 2020 – 2021 reporting period, COVID-19 continued to present as a challenge for our communities and more directly, for Mallee Family Care's clients, participants and staff. While the impacts are undeniable, Mallee Family Care identified that the pandemic also offered us the opportunity to broaden our reach, strengthen our capacity and expand our advocacy work. The outcomes of this have been significant and will benefit our community for decades to come.

Coronavirus outbreaks and successive and enduring lockdowns served to emphasise the gaps in support for the more vulnerable members of our community – people who are experiencing disadvantage, some for the first time in their lives. We have seen increased job insecurity, increased unemployment and under-employment, we've witnessed a rise in family violence and breakdown, increased numbers of people experiencing mental health and wellbeing issues and people struggling to navigate a system that ought to be supporting them in times of crisis.

It is through this paradigm that Mallee Family Care has directed its focus for

advocacy during the past twelve months. Our work is now recognised nationally and we're being increasingly contacted to support the research and advocacy projects of Aboriginal Community Controlled Organisations (ACCO) and other community sector services, while continuing to provide a platform for our regional priorities. We have made over eight submissions to critical Inquiries seeking to address the disparity of support and funding for services, such as ours, working with vulnerable people in regional, rural and remote Australia. Among those was a submission to the Inquiry into *Establishing a 10-Year Strategy for Social and Affordable Housing*.

Homelessness in the Mallee is on the rise as rental costs soar, drastically decreasing the availability of affordable housing. Mallee Family Care has been advocating for a sizable investment in social and community housing and it was pleasing to see the Victorian Government respond with its commitment to the Big Housing Build, in the 2021 State Budget. The Mallee will see an increase in social housing as part of this commitment. However, there is much work still to be done, and while government support

payments remain inadequate and lock people into poverty, existing on \$40 dollars a day, our communities will continue to suffer. This is why Mallee Family Care has become a signatory to the Raise the Rate campaign, which is being led by the Australian Council of Social Services, calling on the Government to increase support payments.

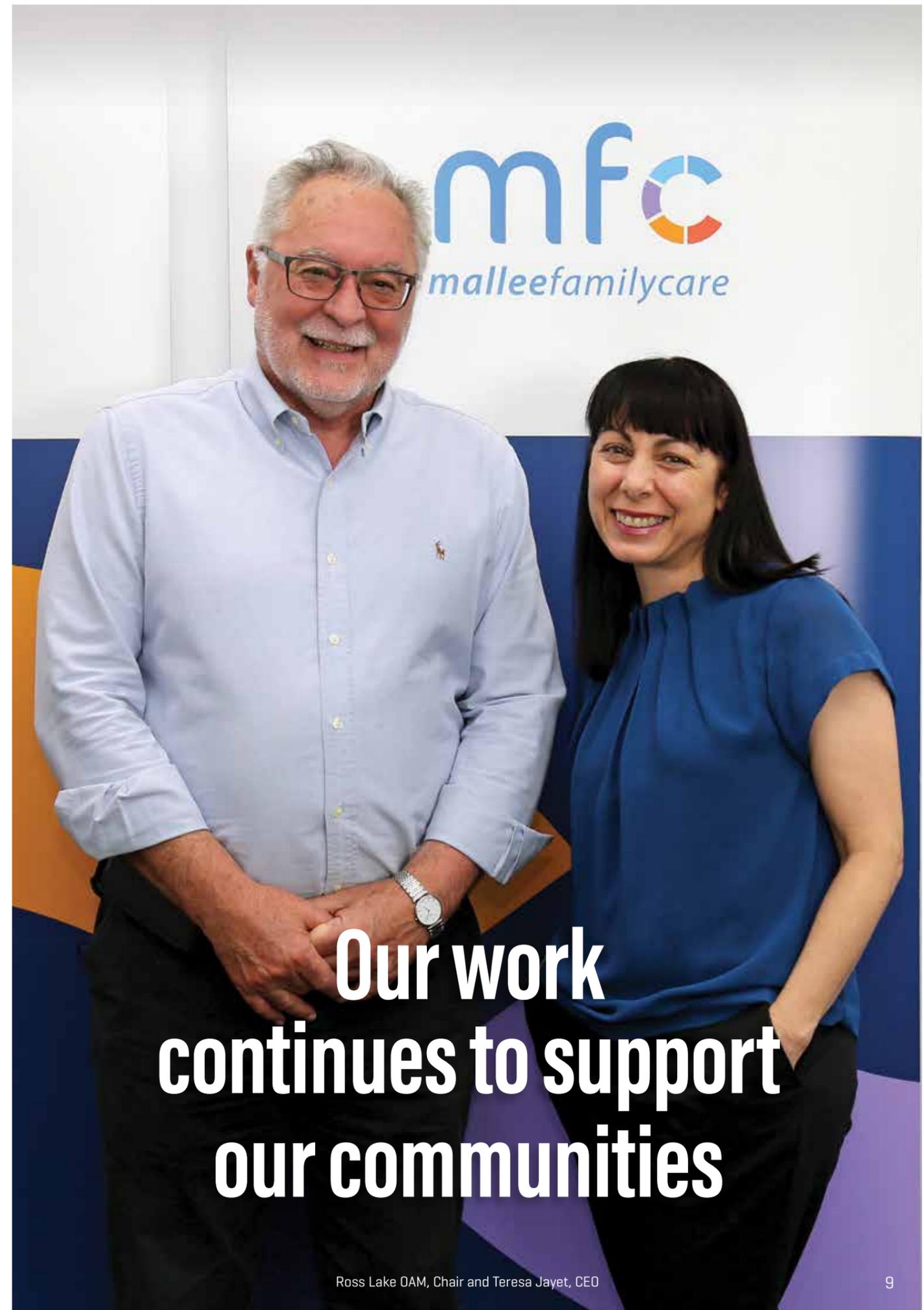
The Victorian Government's investment in housing demonstrates the importance of organisations like Mallee Family Care, advocating for the needs of our community. By giving voice to the lived experience of those who have been courageous enough to share it with us, we are effecting change. This was seen clearly in late 2020, when after years of research and advocacy work, Mallee Family Care finally received word from the Victorian Minister for Housing, that the Government would fund the installation of air-conditioning into public housing in northwest Victoria. This is a life-changing decision for thousands of people living in our region and it has reinforced our commitment to being a driver of positive change in the Mallee.

Beyond our advocacy work, Mallee Family Care has continued to work collaboratively with

agencies across the social services and health sectors, education services and all tiers of government. We continue to commit to the Victorian Government's Roadmap for Reform: Strong Families, Safe Children.

The roadmap is a blueprint for the reform of the child and family system, with a focus on strengthening communities through earlier intervention and prevention, reducing child vulnerability, neglect and abuse and supporting children and young people to reach their full potential. It prioritises Aboriginal self-determination; integrating services and community networks; shifting culture and practice to drive better outcomes.

The Roadmap will create services that are co-ordinated and collaborate to meet the needs of vulnerable families and children, forming an important step in the Government's long term response to the Royal Commission into Family Violence. The Roadmap seeks to move from a system with siloed service models to a connected children and families whole-of-system model that works together with children, young people,



**Our work  
continues to support  
our communities**

their families, carers and communities.

In addition to this, Mallee Family Care has participated in a range of collaborative research projects. These have included a Victorian Equal Opportunity and Human Rights Commission Research project regarding Gender Pay Equity within the Human Services Sector and the Victorian Children and the Young People's Commission research project looking at the impact of COVID-19 on the young people we work with. As Chief Executive Officer, I was also invited to speak at the Third National Child Protection Forum. Attending with General Manager of Education, Training and Research, Chris Forbes, we had the opportunity to share the challenges, experiences and opportunities that exist in our region and to leverage off contacts and learnings made during the event.

As Mallee Family Care continues to expand, we have received further funding and partnered with others, to ensure our services and programs meet the needs of our community. During the reporting period we launched our SafeCare program, in partnership with Georgia State University, School of Public Health [USA]. SafeCare forms part of our broader

commitment to supporting parents to develop strong relationships with their children, with a focus on connection, children's health and home safety.

Mallee Family Care has also received funding to establish a Home-Based Care model to complement the programs we already deliver. This program offers emergency respite care for children and young people, in a property managed by Mallee Family Care and in partnership with the Mallee Area office of the Department of Families Fairness and Housing [DFFH] and will form another critical layer in supporting vulnerable children and families.

Another new program that will support local people is the LGBTQIA+ Family Counselling and Support Service [Queer Space Program]. We welcome the opportunity to partner with Drummond Street to deliver this service which will be a significant support program for the Mallee, as evidence shows that members of LGBTQIA+ communities often experience significantly poorer outcomes than their cisgender and heterosexual peers – the rates of substance misuse, family violence, mental illness, self-harm and suicide are disproportionately high among this cohort.

This correlates with our experience in therapeutic children's and adults counselling, our work with refugee groups and children living in out of home care. The service is aligned with a health and wellbeing focus, and will adopt a holistic approach.

Outside our service delivery, the Board of Directors, Executive and staff have continued to develop the frameworks that support all that the Agency does. Our Quality Assurance and Continuous Improvement models have allowed us to achieve reaccreditation in Victoria and New South Wales and gain new funding. We have also initiated the Organisation's new Strategic Plan, which will guide us as we move into the recovery phase of COVID-19 and beyond. Key focus areas of this plan will be advocacy, further expansion of service delivery and workforce capacity. We remain committed to expanding our Internship and Graduate Position programs that look to develop the skills and qualifications of local people and to provide rewarding career pathways for people, within our Organisation and to ensure our recruitment and retention align with the growing needs of our community.

Looking to the future, the work we do in this community and the scope we have to do even more, has been acknowledged with the recent announcement that our March 2021 application to the Australian Government's Building Better Regions Fund had been successful. This funding will allow us to develop a new community facility that once complete, will enable us to offer more services, to more people, under one roof. This project reflects the needs of our region and aligns with the strategic direction of Mallee Family Care.

At Mallee Family Care, we've met every challenge we've been confronted with during the past 12 months. It is with pride that I note that as a collective, we've strengthened our position as the leading support service provider in our region, affirmed our role as a key voice for advocating for community and we are regularly relied upon by government and stakeholders, for information, advice and resources.

**Ross Lake OAM**  
Chair

**Teresa Jayet**  
CEO



## Reconciliation Week Event

After delaying our event to mark Reconciliation Week due to COVID-19 lockdowns, we finally came together in late June to celebrate Aboriginal and Torres Strait Islander culture and to learn more about what reconciliation means to members of our local

Aboriginal and Torres Strait Islander communities.

We would like to thank Peter Matsumoto and Tom Harradine from the First People of the Millewa Mallee, Andy Charles and Wayne Walsh. Uncle Rick Kirby and Damien

Charles from Swan Hill for participating in our events in Mildura and Swan Hill.

Their contribution to the events provided our staff with meaningful insights.

Staff had the chance to experience a smoking ceremony and to hear the fabulous tones of a didgeridoo.



**Years of Service  
Recognised at  
AGM – 2021**

**15 YEARS**

Karen Middleton  
Sharen Riley  
Lesley Stephens

**10 YEARS**

Ray Alabaster  
Kane Alderson  
Adelle Currow  
Abida Elahi  
Jasmin Hudson  
Melissa Pitt  
Josephine Sheldrick

**Community-Based Mental Health**

**Mallee Family Care has been providing community mental health support for almost thirty years.**

During this time, we have experienced and responded to, evolving funding and operational models. In its current form, our service provides outreach to support individuals who are living with mental illness and their families, carers and loved ones.

We take an evidence-based, holistic approach

to our mental health service, drawing on our client's strengths and focusing on their individual recovery goals. We know that recovery can look different for everyone and we work with our clients to develop a recovery plan that is tailored to their needs, circumstances, limitations and aspirations. Our approach can include

supporting people to develop independent living and self-management skills, to strengthen their social and community connections and to assist them in accessing mainstream and complementary supports and services.

To ensure we are consistently providing the appropriate care for

our clients, when, where and how they need it, we have committed to maintaining a highly skilled and experienced team of professionals. As part of this, we have implemented an academic development plan that promotes opportunities for skills and capacity development.

## Community-Based Mental Health (cont)

Our expertise and quality practice is highly regarded across the community and as such, we are regularly invited to provide advice, consultation, information and education to other staff in our Agency, to clients and the broader community.

Years of experience and evidence tells us that each person's journey to achieving a life of meaning is unique and this is why an individualised approach, directed by the client, is key to successful and sustainable mental health outcomes.

Each support plan is client-centred and delivered in a way that allows flexibility, choice and control.

When creating a plan, we consider all aspects of our client's circumstance, including their physical, environmental, emotional, social, spiritual and lifestyle needs and provide them with access to the appropriate supports and resources.

Our service is underpinned by our commitment to building the resilience of clients and their capacity to develop coping strategies to overcome the challenges of everyday life, while

making healthier lifestyle choices and building positive connections with family, friends and the community.

During our time delivering community mental health services, the Mental Health sector has experienced significant reform and on the back of the Royal Commission into Victoria's Mental Health System, we anticipate further change ahead. In early 2021, the Royal Commission published its findings and 65 recommendations, all of which were fully endorsed by the Victorian Government.

Whilst it is unclear how the outcomes of the Royal Commission will affect Mallee Family Care's current services, the Commission articulated the need for strengthened community based treatment, care and support. The Commission's report highlighted that Community Mental Health services are an appropriate alternative to clinical based (hospital) interventions and that they're effective in supporting individuals to lead fulfilling lives. From the limited information provided from the Commission, this aligns with the organisational

values and the supports Mallee Family Care currently delivers.

What we do know is that the recommendations arising from Royal Commission into Victoria's Mental Health System will impact the Mallee, potentially affecting the way in which services are funded and the way they engage. The Commission recognised the funding and resourcing disparity between metropolitan and regional services and recommended additional funding was invested in geographically isolated areas to allow for uniquely designed service provision models that address needs in rural settings.

Mallee Family Care has long advocated for place-based policy and funding models and we welcome the Commission's findings and the potential that exists to better address mental health and wellbeing in Mallee communities. There is no doubt that in implementing recommendations from the Royal Commission, we will have to adapt our services and processes. However, we have capably demonstrated our capacity to pivot and succeed in response to previous funding and program reforms.

Recent reforms, such as those linked to the implementation of the National Disability Insurance Scheme in 2018, have highlighted our adaptability and innovation in addressing the needs of our community and staff, within changing frameworks.

Our understanding and knowledge of the factors impacting our regional communities and our ability to be responsive to change leaves us well-positioned to absorb any reform rendered by the implementation of recommendations arising from the 2021 Royal Commission, to continue to deliver much needed mental health support services across the Mallee.



International Womens Day 2021

## Our Services

### Child and Family Services

Cradle to Kinder  
Integrated Family Services  
SafeCare Parenting Program  
Placement, Prevention and Reunification  
Permanency Support  
Family Preservation  
Out of Home Care (Foster Care)  
Caregiver Recruitment (Foster Care)  
Caregiver Support (Foster Care)  
Safety and Wellbeing Service  
Children and Schooling Service  
Safe Aboriginal Youth Program  
Circle Program  
Dareton Schools as Community Centre (SaCC)  
Playgroup  
Complex Specialist Disability Program

### Education Training and Research

Playgroups  
Reading to Go

Access to Early Learning  
Pre School Field Officer  
Kindergarten Inclusion Support (KIS) Program  
Workforce Professional Development  
Research (Case-work and Systems Review)  
Student Placement Coordination  
Principal Practitioner Program  
Communities for Children

### Community Services, Mental Health and Wellbeing

Mallee Family Care  
Community Legal Centre  
Financial Counselling  
Family Relationship Centre##  
Regional Family Dispute Resolution  
Children's Counselling  
Queerspace and Family Counselling Support Service  
Family and Relationship Services  
Child 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  
• Children Beyond Dispute Early Intervention  
Psychological Support Response (EIPSR)  
Psycho-Social Recovery Services  
• Continuity of Support  
• Extended Transitions  
• National Psycho Support Measure  
NDIS  
• Support Coordination  
• Allied Health and Therapy Services  
• Mental Health  
Homelessness Support Service  
Humanitarian Support  
Status Resolution Support Service

### Intake

Intake and Assessment (Triage, Referral and Coordination)

### Corporate Services

Chief Financial Officer  
Business Systems  
Communications and Marketing  
Public Policy and Research  
Event Coordination  
Partnerships and Fundraising  
Workforce Development  
Chances for Children  
NDIS Plan Management  
Reconciliation Action Plan  
Diversity and Inclusion  
Workplace Health and Safety  
Human Resources  
Quality Assurance  
Accounts  
Payroll  
IT  
Asset Management  
Administration

## Professional Development

For several years, Mallee Family Care has implemented a professional development program designed to improve the skills that our staff rely on when working with each other, with clients and in the community.

This investment in our staff is an integral part of our Organisation. It ensures all staff have foundational training that can be built on, meaning we can take a best-practice approach to working with children, families and other community members, to achieve better outcomes.

Our professional development program sets the expectations and helps to drive the Organisation's capacity building and continuous improvement.

This past financial year saw a decline in our usual professional development schedule due to COVID-19 restrictions. Barriers to delivering certain content via face-to-face learning resulted in some workshops being postponed until it was safe to deliver in person. Those workshops that have been suited to delivery via an online format, have been readily attended by

our staff, with some new workshops entering our professional development calendar.

One of those programs is our Strengths-Based training, which develops staff's capability to adopt a strengths approach when working with clients. Understanding that everyone has strengths on which to build, it is vital that our staff have the skills required to assist clients to manage and overcome barriers, giving them the capacity to navigate through, and cope with, future challenges.

The introduction of a five session, Trauma Informed Care and Practice Workshop, which focuses on developing skills, from foundational through to clinical, was well attended by Mallee Family Care staff.

Equally well received was the Cultural Awareness Workshop, delivered

in partnership with the Victorian Aboriginal Child Care Agency (VACCA), the peak organisation for Aboriginal children and families, in Victoria. Participants have routinely said that they have learnt a lot from the training and appreciated the non-confrontational delivery, and the ability for frank discussion.

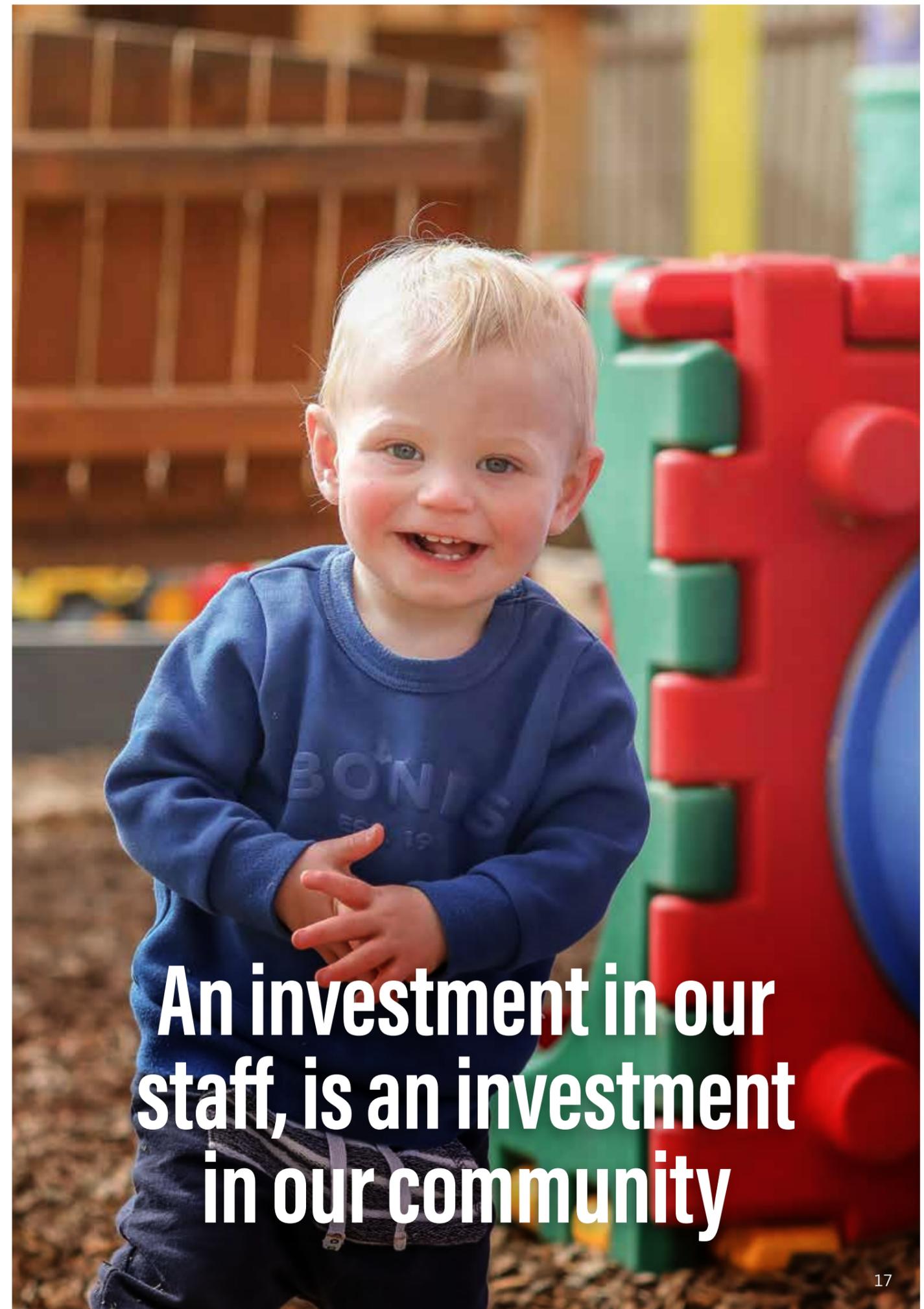
Mallee Family Care's commitment to continuing this training will see a lasting positive impact on the way we work with Aboriginal and Torres Strait Islander peoples.

Further workshops conducted throughout the year have included a Leadership course and several Case Note and Record Keeping workshops. The importance of building the skills and capacity of our leadership team has been highlighted during the COVID-19 crisis. Ensuring the Leadership team

is informed and supportive assists our client-facing staff to feel valued in their roles; bringing about better outcomes for staff and clients.

The Case Note and Record Keeping training, which was delivered by the Centre for Excellence in Child and Family Welfare, has helped new and existing staff cultivate the skills needed for their roles, and feedback from participants has identified the value of opportunities to 'refresh' skills and knowledge.

Mallee Family Care's staff development program aligns with the Organisation's values and to its commitment to delivering improved services and outcomes for the broader community.



**An investment in our staff, is an investment in our community**

## Mallee Family Care's Advocacy Voice

Part of the work we do at Mallee Family Care (MFC) is advocacy and lobbying for change, in particular when gaps emerge within our service systems and when inequality or human rights are at stake for our community members.

Over the past twelve months MFC has worked hard to ensure our community's voice is heard and a good example of this work is our advocacy on behalf of people living in Public Housing during the Mallee's extreme summer temperatures, without access to air-conditioning.

Our frontline workers were hearing and recording the experiences of their clients, whose lives were negatively impacted, by living in public housing and enduring the Mallee's long hot summers. It became clear that as an Organisation, we could not accept that community members living in public housing were not afforded equal access to air conditioning to ensure their physical, emotional and mental wellbeing.

As a result, a partnership was formed with the University of Sydney, School of Public Health to co-design research with MFC to provide evidence of the

detrimental impact that living in extreme heat without air conditioning has on public housing tenants' social, health, participation, safety and wellbeing and to lobby for change to the outdated Victorian Housing Policy, which hadn't seen meaningful review and reform in twenty years.

Our research and advocacy was supported by a communications and engagement plan which included meetings with politicians and media coverage.

A key meeting was held in November 2020, with Minister Richard Wynne, Teresa Jayet CEO and Chris Forbes General Manager of Education Training and Research. The meeting was a valuable opportunity to have an in depth discussion with the Victorian Minister for Housing regarding both the issue of cooling in public housing and the circumstances specific to our community.

Finally on December 28th 2020, an announcement came from Minister Wynne, confirming that our advocacy and research had been considered in the State Budget and as a result, the Victorian

Government committed to investing in the installation of air conditioning in public housing in the Mallee. It is expected that this investment will see over 2,000 properties in the Mallee region equipped with energy efficient Inverter Split Systems during 2021.

Our advocacy work gives voice to a range of issues that impact our communities and we use our position to call for change through a variety of platforms including Government submissions, policy papers and media commentary.

Advocacy work we have contributed to during the 2020 – 2021 financial year have included:

### **Inquiry into Homelessness in Australia – July 2020**

Our submission to this inquiry outlined the entrenched disadvantage across the Mallee with a specific focus on the Organisation's Specialist Homelessness Service which assists individuals, couples and families at risk of, or experiencing, homelessness throughout the Swan Hill region. We highlighted the Organisation's emphasis on early intervention and the services we provide to aid people to address

the root causes of their homelessness and achieve sustained tenancies. Our recommendations to Government included increasing Commonwealth rent assistance, developing a national homelessness strategy, and through a lens of early intervention and prevention conduct a review of current funding methodologies.

### **Submission to Department of Social Services Families and Children Consultation – February 2021**

The consultation on Families and Children Activity Service Improvement sought input on how to improve services and outcomes for vulnerable families and children, particularly given the challenges COVID-19 presented in service delivery.

Within our submission, we outlined the benefits and challenges faced in adopting different delivery methods to maintain visibility of our clients during COVID-19, recommended the development of an outcomes framework to ensure program outcomes are meaningful, identified the current challenges with collecting, monitoring and attributing data and advocated for greater certainty and longevity in grant funding.

It is expected that over 2,000 properties in the Mallee region will be equipped with energy efficient Inverter Split Systems during 2021.



## Mallee Family Care's Advocacy Voice (cont)

### **Inquiry into JobSeeker – March 2021.**

The introduction of Coronavirus Supplements that doubled the JobSeeker rate during the first year of the pandemic, transformed people's lives. Our Financial Counselling team reported that clients receiving the payment were able to afford day-to-day living expenses such as food, medication, clothing and utility bills. They also reported being able to undertake small jobs they had been putting off such as car repairs, buying new tyres or replacing white goods that were old and inefficient.

This additional income dramatically improved the self-esteem and mental health of those living below the poverty line and the Organisation had concerns that a return to the pre-COVID-19 JobSeeker rate would jeopardise these profoundly positive impacts.

In our submission the Organisation underscored the inadequacy of the JobSeeker increase and highlighted that whilst living costs continued to increase, the rate of Jobseeker income support had not changed in real terms since 1994. We called on the Government to permanently increase the base rate of JobSeeker to \$65 per day.

Our advocacy on raising the rate continues.

### **Establishing a 10-Year Strategy for Social and Affordable Housing – April 2021**

Following the announcement of the \$5.3 billion Big Housing Build in 2020, the Victorian Government engaged community and stakeholders to provide input into the establishment of a ten-year strategy that would provide safe, affordable and appropriate housing for all Victorians.

Our submission centred on the most vulnerable in our community, people with multiple and complex needs who are most at risk of losing tenancies. It spoke to the importance of an integrated service system in assessing risk factors, tenancy history, housing and support needs to enable early intervention and improve outcomes.

### **Establishment of an Accreditation Scheme for Child Contact Centres – May 2021**

Children's Contact Services provide a safe, neutral space for a child to spend time with a parent and a way for separated parents experiencing conflict to manage changeovers. At present, for-profit or privately operated Children's

Contact Services are not subject to any regulatory oversight or the most basic probity requirements for child-related work such as Working with Children and criminal checks. Following a review of the family law system and a recommendation that all Children's Contact Services become accredited, the Attorney-General released a consultation paper seeking stakeholder feedback.

As a service whose primary aim is to safeguard the best interests of the child, our submission strongly supported accreditation to ensure staff have the appropriate qualifications and experience and that services have the policies and procedures in place to ensure a safe, supportive environment for clients and staff.

### **Inquiry into the use of school buses in rural and regional Victoria – June 2021**

The Parliament of Victoria is investigating the potential for expansion of the use of school buses to address transport disadvantage in rural and regional Victoria.

Our submission rejected the proposal to broaden the scope of rural and regional school bus services for use by the general

public during school runs whilst supporting the assertion that public transport services in rural and regional Victoria are inadequate. Public transport in our region has not been examined in any meaningful way for decades and does not foster equity and accessibility to education, employment, health and wellbeing and social inclusion opportunities for the most vulnerable in our communities.

We called for the trial of an on-demand bus service which, with no fixed routes and timetables, would allow for greater flexibility. On-demand services are responsive to passenger needs, managed via a booking system and cost the equivalent of a traditional bus fare. We believe this style of service would be a practical and adaptive way of supporting people living in smaller and more remote areas, to remain connected to their broader community, and to health, education and social services.





## Supporting Young Families

In November 2020, Mallee Family Care began training staff to implement an evidence-based preventative program called SafeCare, an in-home parenting program for families with children in their infancy through to five years of age.

Mallee Family Care adopted the SafeCare Program and works in partnership with Georgia State University of Public Health (U.S.A), in response to its proven effectiveness in reducing the need for children to be placed in Out of Home Care. Data shows that in families where parents completed the Program, there was a reduction in home-safety

hazards and an increase in quality parent-child interaction.

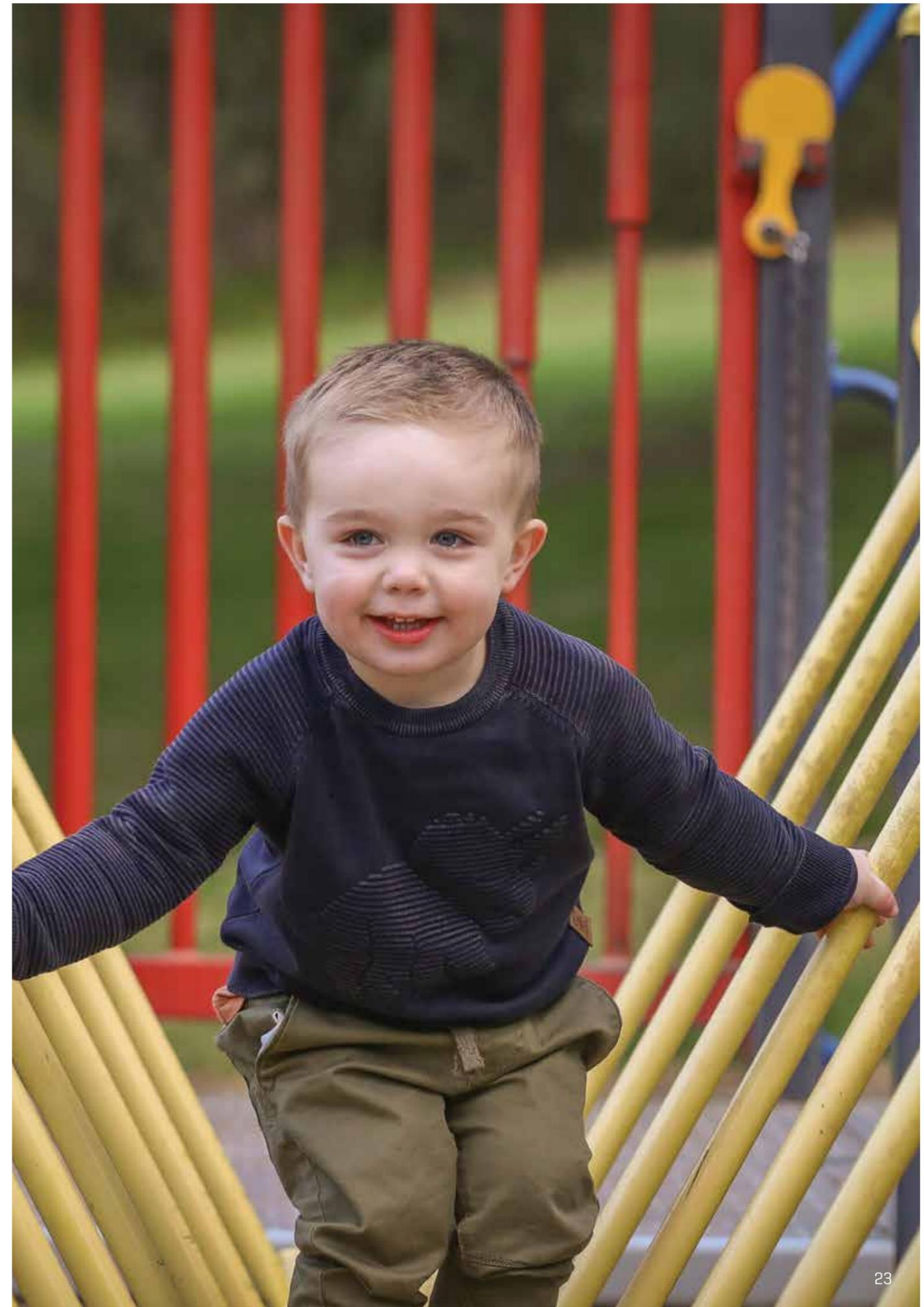
SafeCare was developed by the National 'SafeCare' Training and Research Centre (NSTRC) at Georgia State University School of Public Health and has been extensively evaluated and researched with over 60 separate studies undertaken to develop and validate the program across a range of criteria including parent-child interaction, health care skills and successful uptake of planned activities. It was also assessed for its capacity to accommodate adaptation for cultural sensitivities.

## Currently we have over 20 families undertaking the SafeCare Parenting Program for families with children in their infancy through to five years of age.

During the latter part of 2020 we completed the required training for twelve Victorian Child and Family Services staff members, while also preparing the Organisation for the staggered implementation of the Program, beginning in February 2021.

Training of additional staff in New South Wales is

currently underway, with a view to extending the reach of the Program into that state. In addition, we are supporting our staff to achieve their SafeCare Coaching License, in order to expand our capacity to train our own staff in the SafeCare Program, ensuring its ongoing sustainability.



## Investing in capacity Mallee Family Care Scholarships

Mallee Family Care is committed to fostering growth and capacity in our region and one of the tangible ways we contribute to this is through our Scholarship program. We offer a range of scholarships to students who without our support may find the financial burden insurmountable. With financial support, mentoring and where appropriate, work placements, our scholarship recipients are becoming the social workers, nurses, doctors, lawyers, musicians and leaders of the future.

### Milton Whiting Scholarship

Facilitated through La Trobe University and named in honour of our founding President, Milton Whiting OA, fosters the development of Social Work students, based in Mildura.

This Scholarship forms part of Mallee Family Care's commitment to support long-term workforce growth within the social services sector, aligning with the current and emerging needs of our community.

### Chances for Children Scholarships

Each year we also support young people living in the Mallee, to complete their secondary schooling and to pursue tertiary education and training, through our Chances for Children program.

Now in its 21st year, Chances has ensured that almost 2000 young people have been able to seek the qualifications they need to live the life they want, without the lack of financial means, or geographic location, standing in their way.

We know that life outcomes are linked to educational opportunities – children who finish school and achieve recognised qualifications have better employment and health outcomes. We also know that communities that invest in their children and provide legitimate career pathways, are stronger, more stable and more connected. With support from our donors, Chances

for Children is investing in our region's future.

Four of our annual Chances for Children Scholarships are focused on supporting young people to study within our region and these scholarships are facilitated by our locally based partners:

### Chances for Children Scholarship La Trobe University Mildura

This Scholarship provides support for students enrolled in a tertiary course at La Trobe University, Mildura Campus.

### Chances for Children Scholarship [Agribusiness]

This Scholarship recognises the importance and growth of agribusiness in the Mallee. It was developed by Wakefields Transport, Nangiloc-Colignan Farms, Mildura Fruit Company and La Trobe University (Mildura Campus), to assist Bachelor of Business students and to support the future of the industry. Students have a

pathway to employment and have the benefit of being immersed in relevant industry experience while studying.

### Chances for Children Sunraysia Institute of Technical and Further Education (SuniTAFE)

This Scholarship provides support to students enrolled in vocational education and training.

### Wentworth and District Community Bank Chances for Children Scholarships

This Scholarship supports students to complete university studies of their choice, both in Mildura and in other Australian cities.



## Antonietta Ahomana Recipient of the Milton Whiting Scholarship

I am honoured to have received the Milton Whiting Scholarship. This Scholarship has given me the courage and inspiration I needed to finish the third year of my university studies in Social Work. The Scholarship allowed me to continue studying, by removing some of the financial burden associated with supporting and providing for my family of six, on a single income, during my course work and placements.

I decided to study at La Trobe University, Mildura Campus primarily because of the opportunities it offered me to meet like-minded people, who share the same visions

and goals as I do, within my local area. Without the option to study locally, I don't believe I would have been in a position to complete a qualification and this was certainly a factor in my family's decision to return to Mildura to live.

Studying has allowed me to grow as an individual and is helping me to expand and enhance my future employment potential.

I have a passion to help women and children experiencing family violence and I am currently working as a Refuge Case Manager and I find this position both

rewarding and challenging. I use the knowledge and skills I have gained through my studies to support people in need and to make a valuable contribution to our community.

The Milton Whiting Scholarship has allowed me to move forward and pursue a career that in my view, is so rewarding.

**"I am eternally grateful to Mallee Family Care for its support and for the investment the Agency has made in my potential."**

## Internship Program

Prior to COVID-19, there was awareness, across the social services sector, that demand for community support services was on an upward trajectory and that we would need to grow the sector's workforce, in response. A 2018 Report, conducted by the Future Social Service Institute (FSSI), found that in Victoria alone, there would be a need for an additional 60,000 jobs within five years. Locally produced reports mirrored these findings. Given the Mallee region's higher than average levels of disadvantage and vulnerability, Mallee Family Care committed to developing a program to build its own workforce capacity, as a means of addressing the anticipated increase in demand for services within our catchment.

A key challenge for our Organisation and the sector more broadly, has been access to an appropriately skilled workforce to meet the challenges of complex service delivery. As a regionally based Organisation, we need to focus on, and are fully committed to, attracting and retaining local people. This is particularly important at a time of rapid reform which requires staff to upskill in order to meet funding and program delivery criteria. Recent government reforms that

have necessitated staff professional development and training include the rolling out of the National Disability Insurance Scheme (NDIS), a range of initiatives associated with Aboriginal self determination and the implementation of recommendations arising from the Royal Commission into Family Violence. The Royal Commission into Mental Health is likely to lead to further reform that will affect the social services sector.

In 2019, we commenced a paid Internship Pilot Program within our Child and Family Services programs. In the Program's inaugural year, we partnered with the Centre for Excellence in Child and Family Welfare, before implementing a Mallee Family Care specific Internship Program based on the Pilot, the following year. In partnership with La Trobe University (Mildura), our Program supports the learning of third and fourth year social work students, by providing them with on-the-job training and salary, with a commitment to transitioning to full time employment upon graduation.

The Program began with one Intern, who was in her final year of study. During her twelve month Internship, she completed her Degree in Social Work, while benefiting from relevant workplace

experience and was offered a full time position in 2021. It is clear that our Internship Program has merit, in that it delivers benefits to both our Organisation, and the Intern. On that basis, Mallee Family Care has committed to a permanent Internship Program, encompassing a range of our program and service areas, such as family dispute resolution services, accounting and finance.

During the financial year ending June 2021, we had nine Interns across our Child and Family Services and Financial Counselling programs and we have opportunities for Internships in Allied Health, going forward. In the upcoming financial year, we have also committed to an Internship within our Corporate Services Directorate, supporting the workplace training of an Information Technology professional.

The Financial Counselling Internship, like the one for Child and Family Services, has proven to be very successful.

This particular Internship Program, funded by Financial Counselling Australia (FCA), came about in response to COVID-19. In March 2020, the Federal Government announced additional support for the financial counselling sector, primarily to increase the number of financial counsellors, to meet

an anticipated demand for services. An allocation of funding went directly to FCA, for initiatives designed to support the effective delivery of services across the sector. The Internship Program was born from this; designed to increase capacity by encouraging and supporting agencies to employ people who could learn on the job and complete a Diploma in Financial Counselling in under 12 months.

Mallee Family Care successfully applied to deliver the Financial Counselling Internship and since we launched it in August 2020, we have had four interns, three of whom have now completed their Diplomas and are qualified financial counsellors and our fourth Intern will graduate at the end of 2021.

With unprecedented demand for financial counselling, the Internship Program has been a valuable addition to Mallee Family Care. The financial counselling team is now fully staffed, ensuring we can provide the support our community needs.

Our commitment is multifaceted but the Internship Program is undoubtedly critical to our strategy for building our workforce capacity.



Teresa Jayet (CEO) with Shai-Lee Fargher and Kiarah Birthisel who both completed student placements with Mallee Family Care before being offered full time roles with the Agency.

# Our Organisation is committed to providing opportunities for local people to embark on rewarding careers within Mallee Family Care

# 219

## Students were supported by Chances for Children in 2020/21

### Chances for Children 2021 Scholarship Recipients

#### SuniTAFE Chances for Children Scholarship: Mildura Campus

Szara Stephens  
Cert IV in Visual Arts

Prue Dodemaide  
Diploma of Nursing 1st year

Joshua Mitchell  
Cert IV in Information Technology (Networking)

#### SuniTAFE Chances for Children Scholarship: Swan Hill Campus

Jayde Gallea  
Diploma of Nursing 2nd year  
Swan Hill Campus

Sapphire Gackenheimer  
Shaw Diploma of Nursing  
2nd Year

#### Wentworth District Community Bank Scholarship

Mikayla Martin  
Bachelor of Nursing

Olivia Watt  
Bachelor of Medicine /Bachelor of Surgery

Jessie McCarten  
Bachelor of Arts/ Bachelor of Science

Jesse Jackson  
Bachelor of Fine Arts [Printing]

#### La Trobe University Chances for Children Scholarship

Steven Gale  
Bachelor of Education [Primary]

Stephanie Slater  
Bachelor of Human Services /Master of Social Work

Lisa Hocking  
Bachelor of Education [Primary]

Brody Tanner  
Bachelor of Education

Lucy Platt  
Bachelor of Human Services /Master of Social Work

Brianna King  
Bachelor of Nursing

Jasmin Fargher  
Bachelor of Nursing

Seini Paongo  
Bachelor of Nursing

Alex appreciates the opportunities he had as a Chances for Children - Wentworth and District Community Bank Scholarship recipient. Now, as a teacher, he is giving back to his community.



Pictured left is Alex Rowbotham, former Chances for Children recipient with Andrew Cottrell, Chair of Wentworth and District Community Bank.

## Chances Story Paying it Forward

In 2015, Gemma Hall-Kelly finished year 12 at Mildura Senior College and was planning her future. She wanted to study social work, experience life in different communities and then return home, to use everything she'd learnt to help others. However, moving away to study costs a lot of money and that's one thing Gemma, raised by a single mum, didn't have.

Like so many young people, living in regional and rural Australia, Gemma had the dreams and the ability but finances were a daunting barrier.

"Mum worked so hard supporting me to have the opportunities she hadn't had herself, she wanted more for me and everything she did was about achieving that. Inspired by her, I worked hard and I was a really good saver, but I just knew it wasn't enough.

"Mum simply couldn't support me to go away for university and it all seemed overwhelming, almost impossible. I knew I'd have to fund everything and if I was studying, I couldn't work fulltime, it was difficult. I really needed help."

When Gemma found out about the Mallee Family Care Chances for Children program, which financially supports young people from the Mallee to complete their secondary and tertiary studies, for the first time she had a glimmer of hope.

Encouraged by her mother, Gemma applied for a Chances Tertiary Scholarship and the day she found out she'd been successful was a life-changing moment for her and one Gemma says she'll never forget.

"Getting the Chances Scholarship was beyond great... It felt like all the pieces were coming together, that my dreams were actually going to happen.

"I remember having that 'wow moment', it was an incredible feeling," Gemma says, unable to hide the emotion, even seven years on.

Determined to honour her mum's sacrifices and to live up to the faith that the Chances program had placed in her, Gemma moved to Adelaide and committed her all to a Social Work degree.

"Watching my mum's journey, I always had a strong desire to work in community, supporting people who were experiencing difficulties and even though the course was challenging at times and I got pretty homesick, that's what drove me to keep going."

Like many other students, Gemma found the transition from school to university jarring. The style of teaching and class structure was difficult for Gemma to adjust to and she was grateful to have the Chances team always on hand to offer her much-needed reassurance.

"It wasn't what I expected. At school, they try to set you up for tertiary study but you can never really be prepared so for me, having Chances added a valuable layer of security. It kept my connections to the Mildura community strong and they reminded me that I was capable when I needed that reminder most."

Over the course of her study, Gemma adapted to the demands and found herself increasingly dedicated to a career in social work and particularly one that would see her return to work in Mildura.

"I'm passionate about community engagement and growing up here, I valued the community and wanted to give back to it."

If ever there was a story that underpins the value of Chances for Children, it's Gemma's. The community that once supported her, is now being supported by Gemma. She's returned home and is currently the Team Leader of Mallee Family Care's Child and Family Services based in Dareton. Every day she is making a difference to the lives of people living in our region and she can do that because of Chances and its supporters.

"When people give to Chances, they're really investing in this community, it's more than supporting one person to study. They're supporting our future community leaders and change-makers.

"They're investing in our future and the future of their children and grandchildren," Gemma says.

With Chances for Children you can give a little and change a lot.



**With Chances for  
Children, you can give  
a little and change a lot**



Greg [Rocky] Sloan and Deb Pearce discussing Foster Care and Mallee Family Care.

# foster care

0-5

19



6-10

27



11-18

34



## Mallee Family Care Network

Mallee Family Care staff represent our clients, community and Organisation by participating in a range of local, state and national working groups and partnerships.

### The groups and partnerships include:

Headspace Mildura Consortium

Headspace Swan Hill Consortium

Southern Mallee Primary Care Partnership (PCP) - Swan Hill Health and Wellbeing Partnership group

Federation of Community Legal Centres

Financial Counselling Victoria

Financial Counselling Australia

Family Relationship Centres Victorian Network

Australian Institute of Families Studies (AIFS) Expert Advisory Panel

Best Start Partnership Maternal Child Health Working Group

Best Start Partnership Playgroups Working Group

Best Start Partnership Early Childhood Education Working Group

Best Start Partnership Literacy Working Group

Better Together Collective Table Partnership Swan Hill

Food for All Working Group Swan Hill

Hands Up Mallee Red Cliffs Project Community and Homelessness

Hands Up Mallee Research Evaluation and Measurement Working Group

Mildura Early Years Conference Community Committee

Our Place Robinvale Partnership

Pregnancy and Early Years Collaborative Swan Hill

Regional Assessment Group [Kindergarten Inclusion Support Applications]

Robinvale Early Years Network

Supporting the Advancement of Donald Early Years [SADEY]

Foster Care Practice Network Meeting: Centre for Excellence in Child and Family Welfare

Foster Carer Reference Group - My Forever Family: New South Wales

North Division Carer Advisory Group: Department of Families Fairness and Housing [DFFH]

SafeCare Provider: University of Georgia, United States of America

High Risk Infant Panel: DFFH

High Risk Youth Panel: DFFH

Response: Department of Families Fairness and Housing

Mallee Child and Family Services Alliance [MCFSA]: Executive Working Group and Operational meetings [Mallee Family Care is the facilitating partner and Chair]

Child and Family Alliance Chairs Group: State-wide meeting [member]

Centre for Excellence in Child and Family Welfare [CFECFW] [Board Member and Treasurer]

Family Relationship Services Australia [FRSA] [Board Member, Deputy Chair]

FRSA Finance Risk and Governance Committee [Member]

FRSA Research and Policy Committee [Chair]

Mallee Family Violence Executive [member and representative for the MCFSA]

Department of Communities and Justice Regional Implementation Group

Child and Family Services Sector Media and Communications Roundtable: [CFECFW]

Joint Working Group Network Fostering Connections: [CFECFW]

The Roadmap Implementation Ministerial Advisory Group [RIMAG]

La Trobe Rural Health School External Advisory Group

Northern Mallee Primary Care Partnerships [NMPCP] [Chair]

Southern Mallee Primary Care Partnership [SMPCP] [Member]



Mildura West Primary School student shares her hopes for her future on International Women's Day.

**“I want a happy, fair life and to feel that I can do whatever I want to do.”**

## Our Staff

Katie Aarons	Nerolea Crossfield	Rozanne Hogan	Ruby McIntosh Taylor	Carmel Seiler
Adele Adelle	Rebecca Cupitt	Karen Hogarth	Kathrine McLaren	Josephine Sheldrick
Jema Aks	Adelle Currow	Rebecca Holme	Allison McLeod	Elizabeth Shirley
Raymond Alabaster	Janet Dale	Katy Hope	Tory McNabb	Amanda Smith
Kane Alderson	Carly Davis	Glen Hornsby	Sarah Merry	Diane Smith
Kristen Alicastro	Gordon Dehne	Mitchell Hoye	Ashleigh Middleton	Rhonda Smith
Melissa Amos	Alana Doe	Jasmin Hudson	Karen Middleton	Donna Stacey
Tayla Anderson	Jamie Dominelli	Kellie Iamarino	Verity Mihan	Pauline Stanbrook
Fred Apthorpe	Fatma Donmez	Michelle Ilsley	Setaita Miki	Lesley Stephens
Natasha Baker	Lauren Droffelaar	Crystal Jackson	Zachary Mill	Lisa-Maree Stevens
Whitney Bartsch	Rhiannon Edelsten	Karren James	Cheryle Mitchell	Paula Stevens
Tayce Bateman	Abida Elahi	Teresa Jayet	Mitchell Kerrie	Samantha Stitt
Carmen Bellini	Shai-Lee Fargher	Donna Johnson	Linda Mitchell	Amal Stone
Kiarah Birthisel	Amanda Ferguson	Rachel Johnson	Lauren Moore	Daniel Sutanto
Christine Bishop	Ashlee Field	Angela Johnstone	Julia Morgan	Mary Symes
Carol Blund	Aroha Fisher	Naomi Jory	Natalie Morgan	Natalie Symes-Hennig
Maureen Body	Madlen Fitzgibbon	Amanda Judd	Pardon Muyambo	Sarah Taha
Rebecca Boin	Karlee Fitzsimmons	Christopher Judd	Louise Nicholas	Bonita Talent-Heinrich
Janet Bonython	Christine Forbes	Fiona Judd	Margaret Nugent	Courtney Tepper
Darren Boon	Gemma Forrest	Sandra Judd	Anadil Nusrat	Jancy Thomas
Leanne Bosman	Jennifer Fox	Samantha Keller	Cath O'Connor	Rebecca Thompson
Cara Bradshaw	Elli Fraser	Catrina Kelly	Amber O'Donnell	Kayla Thornton
Michelle Brain	Brooke Freckleton	Julie Kelly	Niamh O'Malley	Irene Vehekite
Sukhjit Brar	Maree Fullgrabe	Whitney Kendrigan	Kira Orsini	Wayne Walsh
Samantha Briggs	Belinda Goodin	Breanna Lanza	Natalie O'Shannassy	Jennifer Wescombe
Bernadette Brougham	Corrina Graham	Kim Lavery	Edwina Papadopoulos	Sharon Whittaker
Natahlia Brown	Kiri Graham	Donella Lay	Tracy Paull	Alexandra Williams
Susan Bryan	Kahlia Gray	Christina Leamon	Deonie Pay	Cristina Williams
Jane Burrows	Jordyn Greenhill	Kirsten Lloyd	Kaitilin Peebles	Lydia Williams
Margaret Burton	Kylie Grenfell	Kelly Lorrie	Melissa Pitt	Stephen Williams
Aislinn Campbell	Julie Grimshaw	Sheel Lotia	Alana Pollard	Sara Wilson
Tracey Carruthers	Shelley Gunn	Bronte Loveridge	Tracey Presley	Natasha Wilton
Karen Casey	Greta Haig	Sheryl Maddren	Sioned Price	Nicole Woods
Natalee Catanzariti	Ofa Hakalo	Lauren Maloney	Rachel Pumpa	Gemma Young
Andrew Charles	Gemma Hall-Kelly	Hazel Mangano	Kaylie Reid	Katrina Young
Salina Chirozva	Margrete Hamence	Christina Marett	Sharen Riley	Hazel Zagar
Shaun Clark	Emily Hancock	Anne Maree Martin	Catherine Robbins	Joanne Zappia
Alison Clarke	Sophie Hart	Gabriella Martinez	Elisa Robinson	Michelle Zmarzly
Sharon Coburn	Annita Hawkins	Aleisha Mataele	Mia Rovere	
Adele Collinson	Ashlyn Healy	Patrice McCarthy	Mary Ruane-StClair	
Allison Collyer	Tayla Healy	Benjamin McCoy	Jeraldine Rule	
Josephine Comitti	Kerryn Healy	Anita McDonald	William Ryan	
Rennae Cope	Yvonne Hedges	Shae McDonnell	Lottie Sapuppo	
Stacey Coverdale	Wendy Hersey	Kim McGrath	Fatima Sarmento	
Emily Craig	Lisa Hickinbotham	Adam McGregor	Goncalves	
Terry Cronin	Cherie Hocking	Fabienne McIntosh	Kady Schottler	

## Foster Care Assessment and Placement Panel

Barbara Clifford	Natalie Mensforth
Michael Coleman	Jenny Nolen
Nicole Dowler	Deborah Paull
Gina Faracci	Jennifer Robertson
Sue Hermans	Kathryn Thompson
Sue Lacey	Andrew Webster
Sarah Medwell	

## Foster Carers

Kylie and Travise Andrews	Leah and Geoff Hunt	Cheryl Robertson
Tarnya Andrews	Sandi Hunter	Dale Robertson
Wendy Arthur	Leanne and Graeme Ibbs	Leaka Saafi
William Blaney	Gemma and James Jarman	Simata Saafi
Kaye Brewer	Christine and Max Jones	Cassandra Scott
Karen and Tayla Brook	Danni-Sue and Desmond	Dean Scott
Rhonda Brown	Jones-Lanigan	Barbara and Athena, Antonella
Melissa Burns	Patricia Jones	Sichounidis-Onzo
Barbara Clifford	Sian Lennon	Lynise Sherlock
Jennifer and Phillip Connell	Hazel and John Mangano	Deri Singleton
Patricia Dannatt	Terri and Jeff McArdle	Chloe Sloan
Maree and Gary Darby	Tania McDonnell	Lisa and Greg Sloan
Maureen and Charles Davies	Heather Miller	Veryan Jane and Allan Smyth (Rogers)
Tony and Vicki DeLittle-Hayes	Marion Munro	Julie and Scott Stephens
Nicola Domoney	Lee-Ann Neri	Kathy Treweek
Emma and Mathew Duncan	Jenny and Peter Nolen	Jana Tyza
Rachel and Daniel Eastwood	Jeff O'Neil	Irene and Adrian Uebergang
Belinda Fanshaw	Timothy Page	Alexandra and Steven Williams
Adam and Kellie Farley	Deborah Paull	Heather Young
Julie and Bruce Harvey	Melissa Powell	Cathy Young
Mary-Ann and Brendan Hearne	James Pickering	
Alanna Hill	Kathrine Pickering	
Kristy and Paul Hosking-Marshall	Danny Riordan	
Tania and Andrew Howe	Nikki Rayson	
Rachel Hughes	Vicki Riordan	



Merbein Bush Play Group

## Mallee Family Care Donors, Partners and Volunteers

Judith Antcliff  
 Tonia Bachetti  
 Karen Beggs  
 Ava and Angus Bissett  
 Naomi Burke  
 Chris Chatfield  
 Christie Centre  
 Peta Cooper-Wellness from Within  
 C.W.A Dingwall  
 Jenny De Boo  
 Yvonne Foureur  
 Colleen Grants  
 Dana Haig  
 James Henderson  
 Marlene Kennedy  
 Patrick Kennedy  
 Miranda Lamattina  
 John and Fiona Lavery  
 Anne Lowe  
 Bill Marriott

Shirley McIlvena  
 Norma Minney  
 Teresa Rhonda  
 Holly Sinclair  
 Karina Sinclair  
 JW and EJ Taylor  
 Rev John Waldron Taylor  
 Rigzin Wangchuk  
 Julie Wardle  
 Karen Willcock  
  
 Bank of Melbourne  
 Buloke Shire Council  
 Central Mallee Cooperative Parish  
 Donald Kindergarten  
 Estate of Lae Mary Elizabeth McKenzie  
 Fruitvale Pty Ltd-The Lake Family Trust  
 Gannawarra Shire  
 Mallee Family Care Legal Centre  
 McDonald's Mildura and Irymple

Mildura Freemasons Lodge  
 Mildura Primary School  
 Mildura Rural City Council  
 Nyah West Children's Centre  
 Pethard Family Trust  
 Reading to Go Matana Foundation  
 Shine Bright Woorinen  
 South Kindergarten  
 St. Mary's Catholic Primary School Sea Lake  
 St Mary MacKillop College Swan Hill  
 Swan Hill Maternal and Child Health  
 Swan Hill North Primary School  
 Swan Hill Primary School  
 Swan Hill Rural City Council  
 The Trinity Lutheran College Mildura  
 Underbool Ladies Guild  
 Woorinen District Primary School  
 YMCA Wycheproof

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

Katie Aarons  
 Adele Adelle  
 Fadzli Alwin  
 Melissa Amos  
 Fred Apthorpe  
 Cheryl & David Baer Family Fund  
 - Lord Mayor's Charitable Foundation  
 Natasha Baker  
 Whitney Bartsch  
 Christine Bishop  
 Carol Blundy  
 Maureen Body  
 Tiffany Bolton  
 Leanne Bosman  
 Cara Bradshaw  
 Alicia Bruton  
 Kerrie Burton  
 Sarah Carn  
 David Carson  
 David and Margaret Carson  
 - Carson Electronics  
 Karen Casey  
 Natalee Catanzariti  
 C. Ralph Cheeseman  
 - Trustee Yeast Foundation  
 Alison Clarke  
 Ross & Margaret Cleeland  
 Adele Collinson  
 Allison Collyer  
 Rosemary Connell  
 Terence Cook  
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 Erika Cross  
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 Fiona and Peter Devilee  
 Erissa Dipu  
 Dipu Erissa  
 Alwin Fadzli  
 Amanda Ferguson  
 Findex Community Fund  
 Lidia Finna  
 Chris Forbes  
 Gemma Forrest

Bernadette Fundak  
 Janet Furze  
 Kathy Gadsden  
 Gallasch & Associates Pty Ltd  
 Lauren Gearman  
 Corrina Graham  
 Riza Gultekin  
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 Jackie Heaysman  
 Anthony Hickey  
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 Karen Hogarth  
 Karren James  
 Teresa Jayet  
 Jemma Johnson  
 Gayle Maree Kennedy  
 Kim Lavery  
 Christine Leamon  
 Amanda Lowe  
 Lower Murray Water  
 Andrew Lucchesi  
 Ruby McIntosh Taylor  
 Kerri McLeod  
 Lyn McMahon  
 Sarah Merry  
 Kim and Tim Mills  
 - Cash Tyre Service  
 Mike and Tracey Mooney  
 Lauren Moore  
 Julia Morgan  
 Natalie Morgan  
 Michael Morey  
 Ian & Jennifer Newland  
 Rosemary Norton  
 Catherine O'Connor  
 Peter O'Donnell  
 Kira Orsini  
 Tracey Presley  
 Keith OAM and Jan Richards  
 Donna Robertson  
 Timothy Rodger  
 Colin Rowe  
 William Ryan  
 Richard Sexton  
 Josie Sheldrick  
 Diane Smith  
 Rhonda Smith  
 Amanda Sommers

Lesley Stephens  
 Samantha Stitt  
 Street Smart Australia  
 Studio De Vin  
 Sharyn Sturre  
 Daniel Sutanto  
 Courtney Tepper  
 Tyrepower  
 Tyrrell College  
 Fineasi Tuifua  
 Wentworth District Capital Limited  
 Wentworth & District Community Bank Branch  
 Jeremy & Jess White  
 Alan Whyte  
 - AJ Whyte & NI Plummer  
 Clinton Wills  
 Sharon Willi

## Chances for Children Partners

ANZ Bank Mildura  
 Euston Club Resort  
 Freemasons Mildura  
 Freemasons Swan Hill  
 Freemasons Victoria  
 Intersport  
 La Trobe University Mildura  
 Lions Club of Red Cliffs  
 Mildura Country Music Festival  
 Mildura Fruit Company  
 Mildura Paddle Steamers  
 Mildura Rural City Council  
 Nangiloc Colignan Farms  
 Norman Anderson Yeast Foundation  
 Northwest Victorian Motorcycle Club  
 Sunraysia Farmers Market  
 Sunraysia Institute of TAFE  
 Swan Hill Tri Committee/ Voyage Fitness  
 Uteznvanz Inc  
 Wakefield Transport/Seaway Intermodal  
 Wentworth & District Community Bank Branch  
 Wentworth District Capital Limited  
 Wentworth Shire Council



## Chances for Children Volunteers

Rohullha Ataye  
 Jason Bell  
 Sean Collins  
 Ashleigh Cox  
 Paul Dillion  
 Sapphire Gackenheimer-Stewart  
 Cayley Gerard  
 Gemma Hall-Kelly  
 Chloe Hocking  
 Jesse Jackson  
 Taylor Kaiser  
 Jason Kane  
 Olivia McCarten  
 Lyn McKibben  
 Ashleigh Phillips  
 Nicola Reid  
 Cassandra Stewart-Street  
 Olivia Watt  
 Emily Williams  
 Marg Wilson

## 2020 Mallee Family Care Christmas Appeal

Bank of Melbourne	Mid Murray Chiropractic
Bendigo Bank Langtree	Mildura Freemasons lodge
Collie & Tierney Real Estate	Monash University
Cowangie Uniting Church	Polly's Panels
Crowies Paints	Powell Plaster Group
Findex	Ray White Swan Hill
JAAG Professional Builders	Resolution Finance
Lime Therapy	Rotary Club of Swan Hill
Lower Murray Water	SuniTAFE
MADEC	Tech Lab
Martin Middleton Oates	Uniting Church Lake Boga



Mildura West Primary School student speaking about what International Women's Day means to him.

**“I hope my sister gets the job she wants, the place she wants and the future she is wishing for.”**

## MALLEE FAMILY CARE LTD Director's Report for the Year Ended 30 June 2021

Your directors present their report on Mallee Family Care Ltd ("the Agency") for the financial year ended 30 June 2021.

### Directors

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

**Mr Ross Lake** DAM  
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

**Dr John Cooke**  
Non-executive Director  
[retired 25 February 2021]

### Qualifications

PhD, Bachelor of Science, Diploma of Agriculture

### Experience

Board member since 2010. Dr Cooke holds a number of other Directorships including the Mallee Catchment Management Authority and the Regional Advisory Board La Trobe University Mildura Campus.

### Special Responsibilities

Dr Cooke was the chair of the Finance Audit and Risk Committee.

**Ms Jenna Yetman**  
Non-executive Director

### Qualifications

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

### Experience

Ms Yetman was appointed Deputy Chair in 2020. Ms Yetman holds a number of other

Directorships including Madec Australia and Country Fire Authority - Patchewollock Brigade.

### Special Responsibilities

Deputy Chair

**Ms Christine Cottrell**  
Non-executive Director

### 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.

### Special Responsibilities

None

**Mr 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.

### Special Responsibilities

None

**Ms Lauren Dinning**  
Non-executive Director  
[resigned 23 September 2020]

### Qualifications

Bachelor of Law with Honours, Bachelor of Arts, Graduate Diploma in Legal Practice

### Experience

Ms Dinning is the Principal Lawyer of Dinning and Co. Family Lawyers. She holds a number of other directorships including the Regional Liaison Committee with the Family Law Section of the Law Council of Australia and St Paul's Primary School Advisory Council.

### Special Responsibilities

None

**Dr Suriya Hariprakash**  
Non-executive Director  
[appointed 25 February 2021]

### Qualifications

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

### Experience

Board member since December 2020. Dr. Hariprakash has nearly 30 years of experience in paediatric medicine and is the current Senior Staff Specialist in Paediatrics and the Clinical Director of Paediatrics at Mildura Base Hospital. In 2018 Dr. Hariprakash received the Lucas Excellence Award in recognition of the significant contribution he has made to the health and wellbeing of children in the Sunraysia region. Dr. Hariprakash is a member of the Royal Australasian College of Physicians, Royal College of Paediatrics and Child Health (UK) and the Australian Society of Clinical Immunology and Allergy.

### Special Responsibilities

None

**Dr Andrew Kremor**  
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

### Ms Cynthia (Cyndi) Power

Non-executive Director  
[appointed 25 February 2021]

### Qualifications

BSc(Public relations), BSc (French)  
Illinois State University

### Experience

Ms Power was elected as a Councillor for the Mildura Rural City Council in November 2020, where she holds the portfolio of Community Health and Wellbeing. She is an advocate for women's health with a particular focus on birthing education and birthing services. Ms Power continues to be closely involved in the planning and operations of a health industry business operated by her family.

### 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

The following person held the position of Company Secretary at the end of the financial year:

**Ms Teresa Jayet** MBA, Bachelor of Social Work, Bachelor of Education, Diploma of Financial Counselling, Graduate Diploma Family Dispute Resolution

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, 20 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	10	9	9
Dr John Cooke	7	7	5	5
Ms Jenna Yetman	11	10	-	-
Ms Christine Cottrell	11	9	-	-
Mr Geoff Dea	11	11	-	-
Ms Lauren Dinning	3	2	-	-
Dr Suriya Hariprakash	6	3	-	-
Dr Andrew Kremor	11	9	-	-
Ms Cyndi Power	6	5	-	-

### Review of Operations

The operations for the 2020/21 financial year were strongly impacted by Victoria's second wave (and subsequent waves) of COVID-19 lockdowns. With the second lockdown commencing on 9 July 2020 and further restrictions implemented in the following weeks, the optimism arising from the control of the first wave of the virus was short lived. Stage 3 and 4 lockdowns, coupled with travel bans and border closures, again lead to a large proportion of our community working from home or staying at home. This created significant pressures among client groups, notwithstanding that government supports (ultimately continuing to March 2021) helped address the short term financial impacts.

With Mallee Family Care designated as an essential service, our staff were exempt from the work-from-home rules. However the mode of service delivery changed dramatically. Clients were not permitted to visit our offices which necessitated delivery of services in clients' homes or on-line. Travel between offices was restricted which meant that management functions, staff supervision, meetings, training and other activities were also forced on-line.

The impact of these restrictions persisted well into 2021, with our offices not fully re-opening to the public until mid-April, after further short term lockdowns in January and March.

The impact of the COVID-19 measures were significant and are to some extent ongoing. A substantial information technology response was required to facilitate the increase in demand for video-conferencing and on-line meetings. Additional office space was rented to ensure that office density limits could be met and further costs were incurred to resource these new premises. Extra cleaning was programmed to provide assurance that office hygiene standards were met. Perhaps the most significant impact was that the recruitment of staff to fill vacant positions carried over from the previous financial year proved very difficult, particularly over the first four months of the financial year.

Financial results for the 2020/21 financial year reflect the issues outlined above. Our ability to generate revenue was somewhat reduced by restriction to our service delivery capability, resulting in a reduction in income of almost \$1.1million. Expenditure was also lower, but not to the same extent, as staff retention was prioritised and cost savings were offset by additional costs incurred as part of our response to the pandemic.

### New Accounting Standards Implemented

No new Accounting Standards which impact on the operations of the Agency have come into effect during the 2020/2021 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

In March 2021 the Agency lodged an application for a Commonwealth grant from the Building Better Regions Fund to assist with the construction of new office premises which will house all Mildura operations in a single location. The outcome of the grant application should be known within the first quarter of the 2021/22 financial year. If the application is successful, the grant will cover around 50% of the construction costs, with the remaining costs to be funded from reserves and the sale of other properties. Planning and design for the building is well underway and construction will commence as soon practicable.

The budget for the 2021/22 financial year projects a breakeven result, on the assumption that many of the additional costs incurred as a result of the COVID-19 response will continue into the new financial year. Staffing costs are anticipated to increase as a number vacant positions have been filled in recent months, while an increase in government and fee for service funding will partially offset the increased staffing costs.

### 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 45.

This report is signed in accordance a resolution of the Board of Directors



Ross Lake  
Chair of the Board  
Dated: 26 August 2021

## 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 2021 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 26<sup>th</sup> day of August, 2021.

## Statement of Profit and Loss and Other Comprehensive Income for the Year Ended 30 June 2021

	Note	2021 \$	2020 \$
<b>Income</b>			
Contract income from Government	2(a)	16,411,334	16,649,214
Fee for service income	2(b)	3,540,553	109,677
Other program income		85,772	3,868,638
Donations and fundraising	2(c)	233,061	394,629
Investment income	2(d)	89,458	229,067
Sundry income		276,029	447,020
Profit on sale of fixed assets		4,161	52,118
Capital grants		-	156,000
<b>Total Revenue</b>		<b>20,640,368</b>	<b>21,906,363</b>
<b>Less: Expenses</b>			
Employee benefits		13,981,581	13,178,783
Program delivery		2,704,067	3,670,362
Administration		1,366,147	1,477,677
Building occupancy and operating		645,357	562,131
Motor vehicles		145,672	174,862
Payments to beneficiaries		40,304	204,139
Fundraising costs		95,152	56,892
Interest and finance charges		17,541	32,989
Depreciation and amortisation	3	636,411	586,174
<b>Total Expenditure</b>		<b>19,632,232</b>	<b>19,944,009</b>
<b>Net Surplus For The Year</b>		<b>1,008,136</b>	<b>1,962,354</b>
<b>Other Comprehensive Income</b>			
Fair value adjustment for Intangibles (Software)	9	-	(110,000)
<b>Total Comprehensive Income for the Year</b>		<b>1,008,136</b>	<b>1,852,354</b>

The accompanying notes form part of these financial statements

## Statement of Financial Position as at 30 June 2021

	Note	2021 \$	2020 \$
<b>Current Assets</b>			
Cash and cash equivalents	5	8,779,456	9,835,287
Cash investments	5	7,026,790	4,533,015
Receivables	6	346,689	674,098
Other current assets	7	407,312	180,181
<b>Total Current Assets</b>		<b>16,560,247</b>	<b>15,222,581</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	8	7,403,561	7,806,570
Intangibles	9	399,406	442,843
<b>Total Non-Current Assets</b>		<b>7,802,967</b>	<b>8,249,413</b>
<b>Total Assets</b>		<b>24,363,214</b>	<b>23,471,994</b>
<b>Current Liabilities</b>			
Payables	10	869,140	1,096,475
Employee benefits	11	1,580,085	1,667,616
Other current liabilities	12	4,926,081	4,441,320
Hire purchase liability (net)	13	261,505	205,061
<b>Total Current Liabilities</b>		<b>7,636,811</b>	<b>7,410,472</b>
<b>Non-Current Liabilities</b>			
Employee benefits	11	85,290	103,983
Hire purchase liability (net)	13	62,320	386,882
<b>Total Non-Current Liabilities</b>		<b>147,610</b>	<b>490,865</b>
<b>Total Liabilities</b>		<b>7,784,421</b>	<b>7,901,337</b>
<b>Net Assets</b>		<b>16,578,793</b>	<b>15,570,657</b>
<b>Equity</b>			
Accumulated surplus		12,672,583	11,809,218
General reserves	14	2,081,066	2,081,066
Chances for Children - Special Purpose Reserve	1(h), 1	373,006	228,235
Chances for Children Requests - Special Purposes Reserve	19	1,452,138	1,452,138
<b>Total Equity</b>		<b>16,578,793</b>	<b>15,570,657</b>

The accompanying notes form part of these financial statements

## Statement of Changes in Equity for the Year Ended 30 June 2021

	Total 2021 \$	Total 2020 \$	Accum. Surplus 2021 \$	Accum. Surplus 2020 \$
Balance at beginning of the financial year	15,570,657	13,718,303	11,809,218	9,961,531
Surplus/(Deficit) for the year	1,008,136	1,962,354	863,365	1,957,687
Other comprehensive income [loss] for the year	-	(110,000)	-	(110,000)
Transfers to/(from) Reserves	-	-	-	-
<b>Balance at the end of the financial year</b>	<b>16,578,793</b>	<b>15,570,657</b>	<b>12,672,583</b>	<b>11,809,218</b>

## Statement of Cashflows for the Year Ended 30 June 2021

Note	2021 \$ Inflows [Outflows]	2020 \$ Inflows [Outflows]
<b>Cashflows from operating activities</b>		
<b>Receipts</b>		
Contract payments from Government	18,975,078	19,338,619
Donations and fundraising	233,061	395,876
Interest received	1,467	17,347
Other receipts	3,965,967	4,828,279
	<b>23,175,573</b>	<b>24,580,121</b>
<b>Payments</b>		
Payments to employees	(14,134,524)	(13,204,438)
Payments to suppliers and providers	(5,687,380)	(6,960,794)
Payments to Beneficiaries, Chances for Children	(42,319)	(224,553)
GST paid	(1,300,507)	(1,177,756)
	<b>(21,164,730)</b>	<b>(21,567,541)</b>
<b>Net cash provided by operating activities</b>	<b>2,010,843</b>	<b>3,012,580</b>
<b>Cash flows from investing activities</b>		
Payments for fixed assets and intangibles	(389,147)	(3,096,324)
Proceeds from sale of fixed assets	28,141	213,905
<b>Net cash used in investing activities</b>	<b>(361,006)</b>	<b>(2,882,419)</b>
<b>Cash flows from financing activities</b>		
Hire Purchase contracts repaid	(285,659)	(349,740)
Transfer from [to] term deposits with terms exceeding 3 months	(2,420,009)	467,114
<b>Net cash from [used in] financing activities</b>	<b>(2,705,668)</b>	<b>117,374</b>
<b>Net increase [decrease] in cash for the year</b>	<b>(1,055,831)</b>	<b>247,535</b>
Cash at beginning of financial year	9,835,287	9,587,752
<b>Cash at end of financial year</b>	<b>8,779,456</b>	<b>9,835,287</b>

The accompanying notes form part of these financial statements

General Reserves [Note 14] 2021 \$	General Reserves [Note 14] 2020 \$	Special Purposes Reserves			
		Chances for Children [Note 19] 2021 \$	Chances for Children [Note 19] 2020 \$	Chances for Children Bequests [Note 19] 2021 \$	Chances for Children Bequests [Note 19] 2020 \$
2,081,066	2,081,066	228,235	223,568	1,452,138	1,452,138
-	-	144,771	4,667	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>2,081,066</b>	<b>2,081,066</b>	<b>373,006</b>	<b>228,235</b>	<b>1,452,138</b>	<b>1,452,138</b>

## Notes to the Financial Statements for the Year Ended 30 June 2021

### NOTE 1: Statement of Significant Accounting Policies

The financial statements were authorised for issue on 26 August 2021 by the Board.

### Basis of Preparation

Mallee Family Care Ltd ("the Agency") applies Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB1053: Application of Tiers of Australian Accounting Standards and AASB2010-2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements and other applicable Australian Accounting Standards - Reduced Disclosure Requirements.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board ("AASB") 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.

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

The financial statements are prepared on a going concern basis.

### Accounting Policies

#### a) Property, Plant and Equipment

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.

A formal assessment of recoverable amount is made when the impairment indicators are present, refer Note 1[o].

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.

## Notes to the Financial Statements for the Year Ended 30 June 2021

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 table at right. Estimates of the remaining useful lives and depreciation method for all assets are reviewed at least annually.

The depreciation rates used for each class of depreciable asset are set out in the table at right.

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.

### b) Intangible Assets (Computer Software)

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.

Computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit and loss using the straight-line method over their estimated useful lives of two and a half to 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.

### c) Fair Value of Assets and Liabilities

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

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%

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 a 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).

For non-financial assets, the fair value measurement also 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 fair value of liabilities may be valued, where there is no observable market price in relation to the transfer of an identical or similar financial instrument, by reference to observable market information where identical or similar instruments are held as assets. Where this information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective notes to the financial statements.

### d) Employee Provisions

**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.

### e) Income

**Contract Income from Government**  
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 transactions 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, 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.

### f) Cash and cash equivalents

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.

### g) Payables

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.

### h) Chances For Children Fund

The Chances for Children Fund ("Chances") was established in the 2001 financial year. Chances was started as a partnership between the Agency and water authorities in north western Victoria. 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 provides 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 accordance with the recommendations of a separate advisory board. As such, Chances is operated as a Special Purpose Reserve within the Agency.

Income and expenditure identified as relating to Chances is recognised accordingly in the Income and Expenditure Statement. 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.

In addition, supplementary financial statements designed to provide an understanding of the financial position and performance of the Chances for Children Fund are included at Note 19.

### i) 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.

### j) Accounts Receivable

Accounts receivable and other debtors largely include amounts due from customers for the provision of services provided in the ordinary course of business. 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.

Trade receivables are non interest bearing and are generally collected within 30 days.

## Notes to the Financial Statements for the Year Ended 30 June 2021

### NOTE 1: Statement of Significant Accounting Policies

#### k) 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.

#### l) 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.

#### m) Superannuation

In accordance with statutory requirements the Agency contributed 9.5% (2020: 9.5%) 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.

#### n) Reserves

##### Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.

##### General Capital 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.

##### Building Reserve

The building reserves are used to record funds provided through fund raising efforts specifically for the purchase and upgrade of buildings in Mildura and Swan Hill.

#### o) Impairment Of Assets

At the end of each reporting period, the Agency assesses whether there is any indication that an asset 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.

#### p) 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 operations.

##### 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.

#### q) Leases

At 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.

#### r) 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 below.

##### 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.

##### 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 1(d), 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.

#### s) New Accounting Standards for Application in Future Periods

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2021 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.

## Notes to the Financial Statements for the Year Ended 30 June 2021

	2021 \$	2020 \$
<b>Note 2: Revenue</b>		
<b>[a] Government Contract Income</b>		
Victorian Government	8,342,298	7,919,666
Commonwealth Government	4,932,982	5,244,769
New South Wales Government	3,136,054	3,484,779
	<b>16,411,334</b>	<b>16,649,214</b>
<b>[b] Fee for Service Income</b>		
Income from service provided on a fee for time basis and service delivery contracts not directly funded by government	3,540,553	3,868,638
	<b>3,540,553</b>	<b>3,868,638</b>
Includes activity funded by the National Disability Insurance Scheme.		
<b>[c] Donations and Fundraising</b>		
Bequests	10,000	-
Other fundraising	223,061	394,629
	<b>233,061</b>	<b>394,629</b>
<b>[d] Investment Income</b>		
Interest	89,458	229,067
	<b>89,458</b>	<b>229,067</b>
Rent on sub-tenancies in operating properties amounting to \$58,690 [2020: 82,214] has been included in other program income.		
<b>Note 3: Surplus for the Year</b>		
The surplus for the year is after charging:		
Depreciation		
Buildings and building improvements	88,485	94,185
Furniture and equipment (Operations)	108,832	103,052
Motor vehicles	250,313	281,137
Total Depreciation	<b>447,630</b>	<b>478,374</b>
Amortisation of intangibles (Software)	188,781	107,800
<b>Total Depreciation and Amortisation</b>	<b>636,411</b>	<b>586,174</b>
Superannuation contributions	1,134,715	1,013,163
Rental expense on operating leases	166,423	120,062
<b>Note 4: Key Management Personnel Compensation</b>		
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:		
Key management personnel compensation	<b>636,801</b>	<b>547,287</b>
For details of any other transactions with KMP, refer to Note 16.		

	Note	2021 \$	2020 \$
<b>Note 5: Cash and Cash Equivalents</b>			
Petty cash advances and cash on hand		-	-
Cash at bank - unrestricted		1,328,929	2,619,384
Cash at bank - Chances for Children	18	178,712	44,926
Short term investments - term deposits		7,271,815	7,170,977
<b>Cash and Cash Equivalents</b>		<b>8,779,456</b>	<b>9,835,287</b>
Term deposits where term exceeds 3 months		5,380,358	2,897,569
Term deposits where term exceeds 3 months - Chances for Children	18	1,646,432	1,635,446
<b>Cash Investments</b>		<b>7,026,790</b>	<b>4,533,015</b>
The effective interest rate on short-term bank deposits was 0.59% [2020: 1.75%]. These deposits have maturities ranging from 150 to 155 days.			
<b>Note 6: Receivables</b>			
Sundry debtors		356,689	684,098
Less Provision for Expected Credit Losses:		[10,000]	[10,000]
		<b>346,689</b>	<b>674,098</b>
Movement in Provision for Expected Credit Losses:			
Opening balance		[10,000]	[10,000]
Charged to expense		-	-
Closing balance		<b>[10,000]</b>	<b>[10,000]</b>
Financial assets at amortised cost classified as receivables:			
Total current		<b>346,689</b>	<b>674,098</b>
<b>Note 7: Other Current Assets</b>			
Prepayments		232,110	180,181
Non-current assets held for sale		175,202	-
		<b>407,312</b>	<b>180,181</b>
During the year ended 30 June 2021 a property in Robinvale was transferred to Non-current assets held for resale after it was listed for sale with an agent. A contract for sale of the property has been signed for an amount in excess of the carrying value. Settlement is anticipated in September 2021.			
Movements in Non-current assets held for resale are summarised below:-			
Balance at beginning of year		-	-
Transferred from property, plant and equipment		175,202	-
<b>Balance at end of year</b>		<b>175,202</b>	<b>-</b>

## Notes to the Financial Statements for the Year Ended 30 June 2021

	2021 \$	2020 \$
<b>Note 8: Property, Plant and Equipment</b>		
<b>[a] Gross carrying amount and accumulated depreciation</b>		
Land at fair value [i]	3,865,923	3,914,923
	<b>3,865,923</b>	<b>3,914,923</b>
Buildings at fair value [i]	2,848,263	2,953,882
Capital Work in Progress - Buildings [i]	74,731	-
Less Accumulated depreciation	[277,274]	[236,767]
	<b>2,645,720</b>	<b>2,717,115</b>
Building improvements at cost and fair value [i]	929,945	1,092,452
Less Accumulated depreciation	[786,160]	[875,001]
	<b>143,785</b>	<b>217,451</b>
Motor vehicles (at cost)	1,431,642	1,511,902
Less Accumulated depreciation	[1,064,088]	[889,347]
	<b>367,554</b>	<b>622,555</b>
Furniture and equipment (at cost)	989,291	1,266,619
Less Accumulated depreciation	[608,712]	[932,093]
	<b>380,579</b>	<b>334,526</b>
<b>Net Property, plant and equipment</b>	<b>7,403,561</b>	<b>7,806,570</b>

[i] The Board has reviewed fair values at 30 June 2021 and is satisfied that carrying values are consistent with fair values at that date. Refer Note 23.

## Note 8: Property, Plant and Equipment (Continued)

[b] Reconciliations of the carrying amounts of each class of asset

Year Ended 30 June 2021 Reconciliation of carrying values by asset class

	Land	Building Improvements	Buildings	Motor Vehicles	Furniture and Equipment	Total
	\$	\$	\$	\$	\$	\$
Balance at the beginning of year	3,914,923	217,451	2,717,116	622,555	334,525	7,806,570
Additions	-	9,995	74,730	-	159,078	243,803
Disposals	-	[15,100]	-	[4,688]	[4,192]	[23,980]
<b>Properties Actively Marketed</b> [Refer Note 7]:-						
Transfer to Non current assets held for sale	[49,000]	[29,107]	[97,095]	-	-	[175,202]
Depreciation expense	-	[39,454]	[49,031]	[250,313]	[108,832]	[447,630]
<b>Carrying amount at the end of year</b>	<b>3,865,923</b>	<b>143,785</b>	<b>2,645,720</b>	<b>367,554</b>	<b>380,579</b>	<b>7,403,561</b>

Year Ended 30 June 2020 Reconciliation of carrying values by asset class

	Land	Building Improvements	Buildings	Motor Vehicles	Furniture and Equipment	Total
	\$	\$	\$	\$	\$	\$
Balance at the beginning of year	1,469,000	255,122	2,848,177	819,363	162,814	5,554,476
Additions	2,510,923	9,040	-	97,530	274,763	2,892,256
Disposals	[65,000]	[2,377]	[81,210]	[13,201]	-	[161,788]
Depreciation expense	-	[44,334]	[49,851]	[281,137]	[103,052]	[478,374]
<b>Carrying amount at the end of year</b>	<b>3,914,923</b>	<b>217,451</b>	<b>2,717,116</b>	<b>622,555</b>	<b>334,525</b>	<b>7,806,570</b>

## Notes to the Financial Statements for the Year Ended 30 June 2021

	2021 \$	2020 \$
<b>NOTE 9: Intangibles</b>		
[a] Gross carrying amount and accumulated amortisation		
Software (at cost)	962,236	816,892
less Accumulated amortisation	(562,830)	(374,049)
<b>Net Intangibles</b>	<b>399,406</b>	<b>442,843</b>
[b] Reconciliations of the carrying amounts of each class of asset		
<i>Year Ended 30 June 2021 Reconciliation of carrying values by asset class:</i>		
	Software \$	Total \$
Balance at the beginning of year	442,843	442,843
Additions	145,344	145,344
Amortisation expense	(188,781)	(188,781)
<b>Carrying amount at the end of year</b>	<b>399,406</b>	<b>399,406</b>
<i>Year Ended 30 June 2020 Reconciliation of carrying values by asset class:</i>		
	Software \$	Total \$
Balance at the beginning of year	347,651	347,651
Additions	364,820	364,820
Fair Value Adjustment (Software Development)	(110,000)	(110,000)
Software development expensed	(51,828)	(51,828)
Amortisation expense	(107,800)	(107,800)
<b>Carrying amount at the end of year</b>	<b>442,843</b>	<b>442,843</b>
	2021 \$	2020 \$
<b>Note 10: Payables</b>		
<b>Current Unsecured</b>		
Trade Creditors	244,917	164,854
Sundry Creditors	99,271	38,733
GST and PAYG payable	281,790	345,841
Other creditors	243,162	547,047
	<b>869,140</b>	<b>1,096,475</b>
Financial liabilities at amortised cost classified as payables:		
<b>Total Current</b>	<b>587,350</b>	<b>750,634</b>
Collateral pledged: No collateral has been pledged for any payables balances.		
<b>Note 11: Employee Benefits</b>		
<b>Current</b>		
Provision for annual leave	805,928	767,711
Provision for time-off in lieu of overtime	27,240	35,810
Provision for long service leave	746,917	864,095
	<b>1,580,085</b>	<b>1,667,616</b>
<b>Non Current</b>		
Provision for long service leave	85,290	103,983
<b>Total</b>	<b>1,665,375</b>	<b>1,771,599</b>

	2021 \$	2020 \$
<b>Note 12: Other Current Liabilities</b>		
<b>Contract Income in Advance</b>	4,926,081	4,441,320
	<b>4,926,081</b>	<b>4,441,320</b>
<b>Balance at beginning of year</b>	4,441,320	3,132,236
Add Funding received	17,420,430	20,035,989
Less recognised as Income	(16,184,962)	(18,726,905)
Less repaid to funder	(750,707)	-
<b>Balance at end of year</b>	<b>4,926,081</b>	<b>4,441,320</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.		
<b>Note 13: Hire Purchase Liabilities</b>		
<b>Current</b>		
Secured hire purchase contracts	269,380	225,010
Less Unexpired finance charges	(7,875)	(19,949)
	<b>261,505</b>	<b>205,061</b>
<b>Non-Current</b>		
Secured hire purchase contracts	63,360	395,797
Less Unexpired finance charges	(1,040)	(8,915)
	<b>62,320</b>	<b>386,882</b>
Hire Purchase Commitments:		
Payments due not later than 12 months	269,380	225,010
Payments due between 12 months and 5 years	63,360	395,797
Minimum Hire Purchase Payments	<b>332,740</b>	<b>620,807</b>
Less: Future finance charges	(8,915)	(28,864)
	<b>323,825</b>	<b>591,943</b>
Each hire purchase contract is secured by the underlying asset, which in all cases is a motor vehicle.		
<b>Note 14: Reserves</b>		
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>

## Notes to the Financial Statements for the Year Ended 30 June 2021

### Note 14: Reserves (Continued)

#### Building Reserves - Swan Hill 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	
	2021 \$	2020 \$	2021 \$	2020 \$
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 15: Cash Flow Information

#### Reconciliation of Net Result for the year to Net Cash Inflow from Operating Activities

Net surplus for the year	1,008,136	1,962,354
<i>Non-cash items in current year surplus:</i>		
Depreciation and amortisation	636,411	586,174
Hire purchase finance charges	17,541	32,989
Interest reinvested in deposits with maturities longer than 3 months	(73,766)	(197,495)
Profit on sale of fixed assets	(4,161)	(52,118)
<i>Changes in assets and liabilities:</i>		
Increase [decrease] in payables	(210,003)	(99,448)
Increase [decrease] in contracts income in advance	484,761	1,309,084
Increase [decrease] in employee provisions	(106,224)	(34,246)
Increase [decrease] in GST and PAYG payable	(17,332)	(49,098)
Decrease [increase] in accounts receivable	327,409	(384,377)
Decrease [increase] in prepayments	(51,929)	(61,239)
<b>Net cash from operating activities</b>	<b>2,010,843</b>	<b>3,012,580</b>

### NOTE 16: Related Party Transactions

#### (i) Responsible Persons

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

**Ross Lake** [Chair]  
**Jenna Yetman** [Deputy Chair]  
**John Cooke** [Chair of Finance, Audit and Risk Committee][retired February 2021]  
**Christine Cottrell**  
**Geoff Dea**  
**Lauren Dinning**  
 [resigned September 2020]  
**Andrew Kremor**  
**Dr Suriya Hariprakash**  
 [appointed February 2021]  
**Cyndi Power** [appointed February 2021]

#### (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 \$10,100 [2020 - \$9,400]. An amount of \$100 was owed by the Agency at 30 June 2021 [2020 - \$nil].

A business in which Lauren Dinning has a beneficial interest is a supplier of information technology services to the Agency. The terms of the transactions were net 14 days and the total payments recognised in the financial report were \$16,778 [2020 - \$13,143]. An amount of \$nil was owed by the Agency at 30 June 2021 [2020 - \$nil].

An organisation for which Geoff Dea is CEO is a provider of training services to the Agency. The terms of transaction are net 14 days and total payments included in the financial report were \$7,148 [2020:\$14,200]. An amount of \$nil was owed by the Agency at 30 June 2021 [2020: \$nil].

#### (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 [2020 - \$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.

### NOTE 17: Capital Commitments

As at 30 June 2021 the Agency had a capital commitments amounting to \$nil [including GST] - [2020: \$nil]

### NOTE 18: Agency Details

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

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

### NOTE 19: Chances For Children Financial Statements

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 accordance with the recommendations of an advisory board.

## Notes to the Financial Statements for the Year Ended 30 June 2021

### NOTE 19: Chances for Children Financial Statements (cont)

	Note	2021 \$	2020 \$
<b>Chances for Children Fund Income and Expenditure Statement</b>			
<b>Revenue</b>	19(a)		
Sustaining Supporters		71,475	35,455
Other donations		113,752	167,859
Fundraising activities		-	12,469
<b>Total Operating Revenue</b>		<b>185,227</b>	<b>215,783</b>
<b>Expenditure</b>	19(a)		
Other operating and project expenses		152	6,977
<b>Total Operating Expenditure</b>		<b>152</b>	<b>6,977</b>
Funds Available for Distribution		<b>185,075</b>	<b>208,806</b>
Less Payments to beneficiaries		(40,304)	(204,139)
<b>Operating surplus Chances for Children</b>		<b>144,771</b>	<b>4,667</b>
<b>Chances for Children Fund Statement of Financial Position</b>			
<b>Current Assets</b>			
Cash at bank		178,712	44,927
Term deposit where term exceeds 3 months		1,646,432	1,635,446
<b>Total Current Assets</b>		<b>1,825,144</b>	<b>1,680,373</b>
<b>Total Assets</b>		<b>1,825,144</b>	<b>1,680,373</b>
<b>Net Assets</b>		<b>1,825,144</b>	<b>1,680,373</b>
<b>Fund Equity</b>			
Opening general reserve balance		228,235	223,568
Surplus for year		144,771	4,667
<b>Closing general reserve balance</b>		<b>373,006</b>	<b>228,235</b>
<b>Bequests Reserve</b>			
Opening bequests reserve balance		1,452,138	1,452,138
Transfer from general reserve		-	-
<b>Closing bequests reserve balance</b>		<b>1,452,138</b>	<b>1,452,138</b>
<b>Total Equity</b>		<b>1,825,144</b>	<b>1,680,373</b>

#### (a) Internal Transactions

Revenue and expenditure in these supplementary financial statements may include internal transactions with the operating fund of the Agency. In the income and expenditure statement, these transactions have been eliminated in accordance with the accounting policy outlined in Note 1(i).

#### (b) 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 2021, the estimated commitment to future funding of existing tertiary beneficiaries is \$124,356 [2020: \$177,748]. 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.

### NOTE 20: Contingent Assets and Liabilities

In addition to the contingent liability outlined in Note 19(b), the Agency also has a contingent liability in relation to fees due to a professional services firm for assistance in preparation of a Business Case and Cost Benefit Analysis to support a grant application to the Commonwealth Building Better Regions Fund for funding towards the construction of new office

premises in Mildura. The contingent fee will be 5% of any funding offered, but will not exceed \$98,000.

### NOTE 21: 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.

	Note	2021 \$	2020 \$
<b>Note 22: Financial Risk Management</b>			
<b>Financial assets</b>			
Cash and cash equivalents		13,981,102	12,687,930
Cash and cash equivalents, Chances for Children		1,825,144	1,680,372
Loans and receivables		346,689	674,098
		<b>16,152,935</b>	<b>15,042,400</b>
<b>Financial liabilities</b>			
Financial liabilities at amortised cost			
- payables		587,350	750,634
- hire purchase liabilities		323,825	591,943
		<b>911,175</b>	<b>1,342,577</b>

### Note 23: Fair Value Measurements

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.

#### Non-financial assets

	Note	2021 \$	2020 \$
Non-current assets held for sale (i)	7	175,202	-
Freehold land (ii)	8(a)	3,865,923	3,914,923
Freehold buildings (iii)	8(a)	2,789,505	2,934,566
		<b>6,830,630</b>	<b>6,849,489</b>

(i) For Non-current assets held for sale (where applicable), the fair values have been based on a signed contract of sale for the property.

(ii) 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 2021 and is satisfied that these are consistent with fair value at that date.

(iii) 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 2021 and is satisfied that these are consistent with fair value at that date.

## Notes to the Financial Statements for the Year Ended 30 June 2021

	2021 \$	2020 \$
<b>Note 24: Lease Commitments</b>		
<b>Minimum lease payments under short term and low value leases:</b>		
Payments due not later than 12 months	171,757	88,441
Payments due between 12 months and 5 years	36,667	110,440
Minimum Operating Lease Payments	<b>208,424</b>	<b>198,881</b>

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.

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 2021 financial statements. The Directors will continue to consider leases on an annual basis and material leases will be accounted for under AASB16.

### NOTE 25: 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 2021, the number of members was 7.

### NOTE 26: Impact of COVID-19 Pandemic

The COVID-19 pandemic has had a significant impact on the operations of the Agency over the 2021 financial year. The combined effect of Stage 3 and 4 restrictions, border closures (affecting both New South Wales and South Australia), travel bans and a big proportion of the

population working from and/or largely staying at home over much of the financial year (but especially the period from July to November 2020) have created unprecedented pressures on the community we serve.

This has led to significant changes in the way staff work and deliver services. For much of the financial year, clients were unable to visit our offices, necessitating services being delivered on-line or in clients' homes. Travel was impossible for many months forcing supervision, management functions, meetings, training and other activities on-line.

Financially, we have continued to incur additional costs in acquisition of the ICT hardware and software required as a contingency against possible closure of our offices; upgrade and expansion of video conferencing/meeting infrastructure capability; renting additional office space to facilitate appropriate distancing of staff; purchase of personal protective equipment and sanitizer; enhanced cleaning of office spaces and motor vehicles; staff absences due to the requirement for any staff member showing symptoms to be tested and remain away from work until confirmed as negative; and, staff who are parents or carers required to provide home schooling to children unable to attend school. These costs, as far as they relate to the 2020/21 financial year, are reflected in the financial statements.

Staff have been retained and continue to deliver services and recruiting has been pursued to fill vacant positions for new and existing programs. Recruitment has been somewhat restricted due to a reluctance of candidates based interstate to consider cross border positions and the potential complications which might result. While the Agency has not qualified for Government support through the JobKeeper program we continued to receive the Cash Flow Boost supplement during the early part of the 2020/21 financial year.

The initial budget for the 2021/22 financial year includes ongoing costs associated with the pandemic response and projects a breakeven result. These costs will continue while the pandemic remains a threat to health in our local community as well as the global community. We will continue to be vigilant in relation to health and other threats posed by COVID-19 and will remain nimble and innovative in our response to circumstances which arise.

## MALLEE FAMILY CARE LTD Directors' Declaration for the Year Ended 30 June 2021

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:

- The financial statements and notes, as set out on pages 46 to 64, satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and:
  - comply with Australian Accounting Standards – Reduced Disclosure Requirements applicable to the entity; and
  - give a true and fair view of the financial position of the registered entity as at 30 June 2021 and of its performance for the year ended on that date.
- 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

Dated: 26 August 2021

## 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 2021, 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 2021 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards – Reduced Disclosure Regime 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 2021, 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.

**ACCOUNTANTS & ADVISORS**  
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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 – Reduced 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.ausb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.ausb.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 26<sup>th</sup> day of August, 2021.



Registered NDIS Provider



[www.malleefamilycare.com.au](http://www.malleefamilycare.com.au)





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**MILDURA**  
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**MILDURA**  
60-62 Madden Avenue  
Mildura VIC 3500

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