



MDAS
MALLEE DISTRICT ABORIGINAL SERVICES

ANNUAL REPORT
2025



We acknowledge the traditional
custodians of the lands on which we
deliver services across the Mallee Region.

We pay our respects to our Elders past
and present, and to our emerging leaders
and acknowledge our ancient connection
to our Country.

We acknowledge that our traditional
Aboriginal lands have never been ceded.

We are the proud and strong descendants
of the oldest living culture in the world.

Always was, always will be



2025 Annual Report Production

This year's annual report is produced internally by our MDAS Media Team.

Our 2025 Annual Report theme and all artwork throughout, unless otherwise mentioned, is based off artwork by Mandy Smith created in relation to this year's NAIDOC theme The Next Generation: Strength, Vision & Legacy for the use by MDAS Media Team.

Thank you, Mandy.



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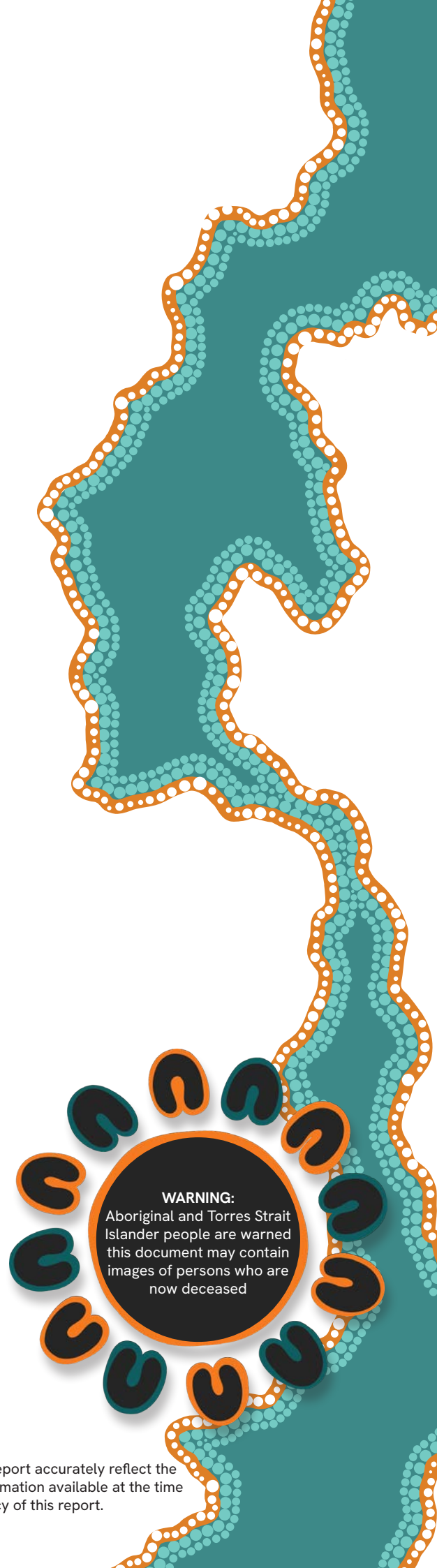
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Disclaimer: Every effort has been made to ensure that the information and figures in this report accurately reflect the organisation as of 30 June 2025. Please note, however, that the details were based on information available at the time of production, and any changes that occur after printing may affect the accuracy of this report.



About Us



About Us

Our Offices

Our Mallee communities are serviced by our MDAS offices in Mildura, Swan Hill and Kerang.

Mildura (administration)

120 Madden Avenue, Mildura
VIC 3500

Phone (03) 5018 4100

Free Call Number 1800 183 593

Mildura Sites

120 Madden Ave, Mildura (Family Services)
99-101 Orange Ave, Mildura (Corporate Services)
113-115 Orange Ave, Mildura (Medical Centre)
112-114 Orange Ave, Mildura (Social & Emotional Wellbeing)
22 Pine Ave, Mildura (The Elders Hub)
112-114 Orange Ave, Mildura (Youth Hub)
116 Orange Ave, Mildura (Culture Building)

Swan Hill

70 Nyah Road, Swan Hill
VIC 3585

Phone (03) 5032 8600

Kerang

9 Nolan Street, Kerang
VIC 3579

Phone (03) 5412 6004

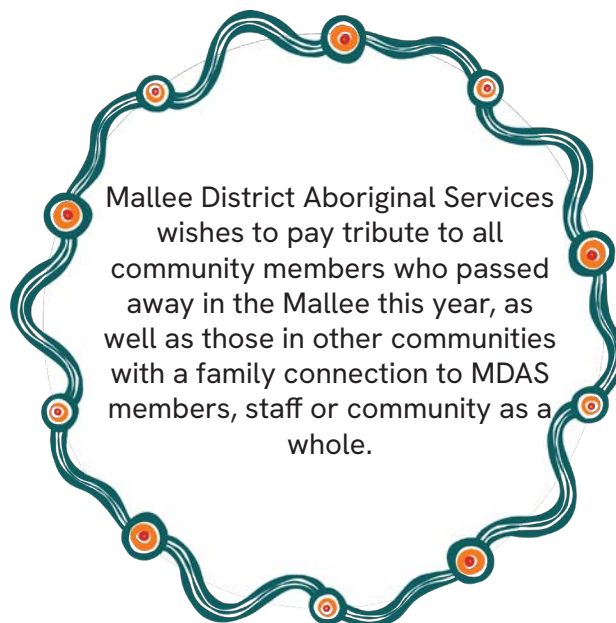
Mallee District Aboriginal Services Limited
ABN 54 334 685 198
ACN 607 331 144

MDAS Limited ACN 602 202 139
ABN 53 602 202 139



Symbolism of our Logo

Our logo is based from a design created by Sharon Kirby.



Constitutional Governance



As an Aboriginal Community Controlled Organisation, Mallee District Aboriginal Services (MDAS) operates under both Aboriginal LORE and the Western legal system.

We comply with statutory obligations under the Corporations Act 2001 (Cth), the ACNC Act 2012 (Cth), and the MDAS Constitution. We are regulated by both the Australian Securities and Investments Commission (ASIC) and the Australian Charities and Not-For-Profits Commission (ACNC).

Our Constitution empowers a Board of Directors, elected by Full Members at the Annual General Meeting. The Board is responsible for the strategic direction and governance of the organisation, ensuring compliance with legal duties and acting in the best interests of MDAS in pursuing its charitable purpose.

In addition to Western governance structures, we uphold our cultural responsibilities under Aboriginal LORE that honours our Country, Elders, and cultural knowledge passed through generations. This dual accountability supports deep community connection and guides our path forward.

As a proud member of both Victorian Aboriginal Community Controlled Health Organisation (VACCHO) and National Aboriginal Community Controlled Health Organisation (NACCHO), MDAS benefits from shared knowledge and collective strength across the state and nation. These networks help reduce isolation in our Mallee communities and strengthens our ability to deliver culturally safe health services across all life stages — a foundational purpose of MDAS.

How we work

MDAS is a proud Aboriginal Community Controlled Health Organisation (ACCHO) that has a 35-year history of sustainable, grassroots services and providing the local community with a vehicle for self-determination.

We believe the imposition of structures without community control as a central tenet will fail.

As Aboriginal Australians, we are best-placed to decide and implement the programs and services that work for our communities.

With MDAS and the community working together, we know we can positively enrich the lives of all Aboriginal people living and working along the many river systems across the Mallee district.

The Helping Hand of MDAS

The MDAS Core Business Model has been developed to underpin the key operational functions of MDAS.

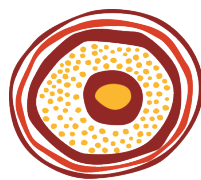
Our business model is depicted as the “Helping Hand of MDAS”, where the person is at the centre of our service delivery, surrounded by the community.

The MDAS vision is aimed at assisting clients and community to be empowered and achieve the self-determination that can create lasting change.

MDAS provides service delivery in a holistic manner to meet all needs including:



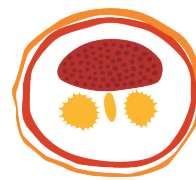
Person-Centred Ages
& Stages



Soul/Culture



Family, Children and
Youth



Social and Emotional



Body, Health,
Housing



Environment and
Self Determination



Our Purpose

Healing, supporting,
serving and
protecting our
communities.

Healthy, resilient and
capable Aboriginal
people and families
who can be their
very best selves and
exercise true self-
determination.

Caring for,
strengthening,
empowering,
motivating and
guiding our Mob.

Our Vision

*“Self-determined, healthy, robust and culturally strong
Aboriginal communities across the Mallee”*

Our Values

MIND:
Integrity,
Accountability,
Confidentiality

BODY:
Compassion,
Empathy,
Nurturing

SPIRIT:
Respect,
Elders,
Culture

Our LORE

We acknowledge the four cornerstones to
our **LORE**



Land

Our ancestors' birthing Country is our link
to our sacred lands where ceremonies and
healing takes place.



Oral

Our history is an oral tradition, that we pass on
generation to generation through our language,
customs, song lines and ceremonies through
story telling.



Respect

We show respect for our Origin, our Country,
our Elders, our cultural practice and the
cultural practice of others, our animals and
our Dreamtime.

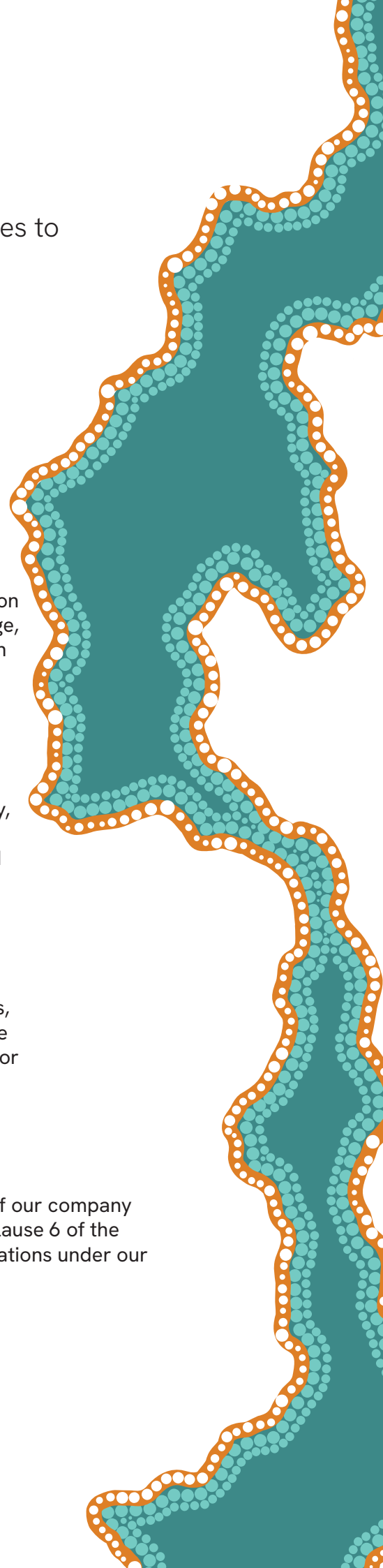


Elders

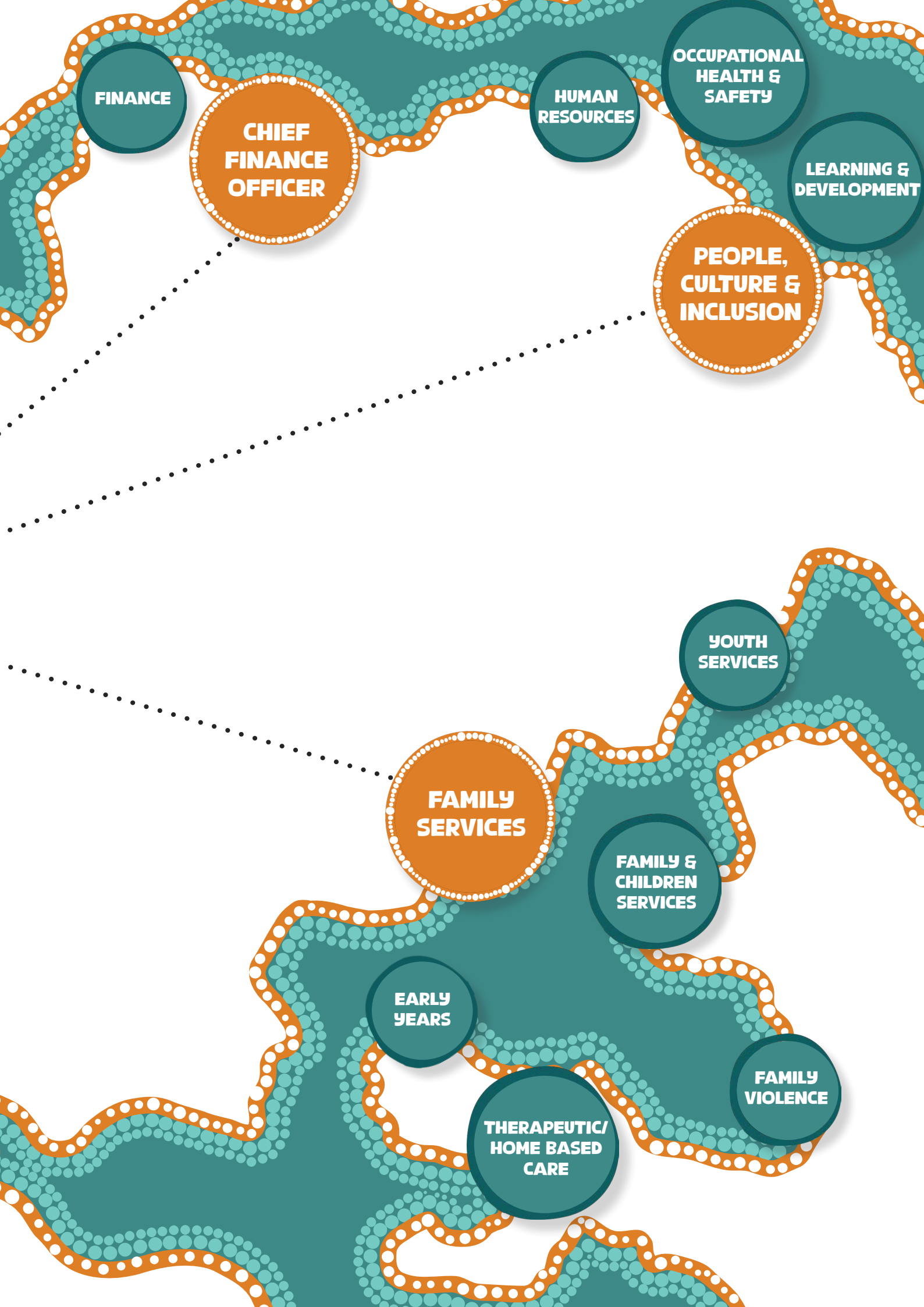
Our Elders wisdom holders, our story tellers,
our links to our culture and history. They are
our knowledge keepers and spiritual guides for
our families and people.



Our constitution has been written to guide the governance of our company
under western law and through the Objects expressed in clause 6 of the
Constitution, to ensure we honour and acknowledge our obligations under our
LORE.







About Us

MDAS Board



Jenene Murray

Chair - Mildura

Jenene Murray is a proud Wiradjuri woman from central NSW who has lived and worked in the Mildura community, bringing over 30 years of experience in the education sector to our area.

Jenene is passionate about supporting positive change across health, education, housing, and unemployment. She has represented the Aboriginal community in the justice sector and on the local council, and she serves as Chair of the Local Aboriginal Education Consultative Group (LAECG) in Mildura.

Jenene is known for her warm, unwavering commitment to strengthening her community and inspiring others through her work and dedication.



Kathy Potter

Deputy Chair - Mildura

Kathy Potter (née O'Donnell) is a respected and proud Barkindji community elder who brings extensive experience in education and Aboriginal community health. A lifelong resident of Mildura, Kathy is immensely proud of her three beautiful daughters and eight gorgeous grandchildren.

After retiring from the workforce in 2022, Kathy returned to Ranfurly Primary School in the role of Elder in Residence. Her return was highly requested due to her strong connections with the students and her passion for engaging with them. In this role, Kathy acts as a vital link between the community, the school council, and the principal, ensuring that community voices and opinions are both heard and valued.

Kathy has always been deeply involved in her community. She has served on the Koori Court for over nine years, been a Director for the Barkindji Native Title Group Aboriginal Corporation for nearly five years, and represented BNTGAC on the AAG Committee for the Willandra Lakes for National Parks and Wildlife for three years. Dedicated to preserving traditional language and culture, Kathy fosters pride in cultural identity and shares this rich heritage with others. Her exceptional problem-solving skills and unwavering care for the next generation make her an invaluable advocate for children and their futures.



Jemmes Handy

Mildura

Jemmes Handy is well known for her work in health and justice services in the Mildura region over the past 30 years, where she has helped to develop culturally appropriate policing and health services.

Jemmes has worked in the education sector on both sides of the river and has also been a volunteer on the Aboriginal Community Justice Panel. She has received numerous high-profile awards for her contribution to Indigenous communities in Victoria, including a Public Service Medal.



Stephanie Charles

Swan Hill

Aunty Stephanie Charles is a descendant from the Wemba Wemba Dja Dja Wurrung Barapa Barapa Boonwurrung Wotjobaluk. Aunty Steph has a passion for teaching language and education to the youth for many decades.

Aunty Steph has decades of experience helping her community and has sat on several boards in her time such as the LAECG - Local Aboriginal Education Consultative Group, Wemba Wemba Land Council NSW/ Wemba Wemba Traditional Owner/ Wemba Wemba Aboriginal Elders Council, RAJAC- Regional Aboriginal Justice Committee and is the regional representative and Swan Hill Chair of the LAJAC - Local Aboriginal Justice Committee, and Co-Chair Regional Partnerships.

Aunty Steph is a respected Elder in her community and is passionate about leading the youth and her community in the right direction.



Cleonie Quayle

Mildura

Cleonie Quayle is a Barkindji and Ngilyampaa woman from NSW with links to other Aboriginal tribes in Victoria.

Born in Mildura, Ms. Quayle has been working in the education sector for more than 20 years as a teacher and Aboriginal support worker, having lived both sides of the river with her extended family and finally settling in Mildura.

Her vision is that education is significant for everyone because it empowers every human being to reach their potential in their career and life aspiration. Cleonie holds two bachelor's degrees in education and enjoys teaching the next generation of aspiring young people in our community.

Cleonie strongly believes in being respectful and kind to all and making positive change for our next generation of leaders.



Mark Morgan

Mildura

Mark Morgan has significant experience in health and education, variously as an Aboriginal Health Worker, Chronic Care Coordinator and at Meminar Ngangg Gimba. Mark has also worked as Practice Manager at Murray Valley Aboriginal Co-operative. Mark's interest in fairer outcomes and justice for his community has seen him hold senior positions in the Magistrates Court of Victoria and the Children's Koori Court in Mildura and has trained as a Mediator.

A long-time advocate for better outcomes and more respectful education for Indigenous students, Mark has worked as a conduit between the Education and other State departments and community, to inform input about best practice in Aboriginal education, to elevate the quality and experience of education for Koorie Learners, culminating in the Statewide "Wurreker Awards".



Steven Portelli

Mildura

Steve Portelli is a proud Aboriginal man of the Wotjobaluk tribe from the Wimmera. With over 22 years of experience working in the field of health and community services, Steve is a passionate, dedicated and ethical person who will always have the best interests of his communities at heart.

Over his career, he has worked within mainstream organisations such as The Royal Melbourne Hospital, Wimmera Health Care Group, Mildura Base Hospital (Ramsay Healthcare), Marie Stopes International, NSW Health and Sunraysia Institute of TAFE. He has also worked within Aboriginal Community Controlled Health Organisations. Steve has a Diploma in Indigenous Primary Health Care, post-graduate qualifications in Indigenous Health Promotion, and a Graduate Certificate in Health (Diabetes Management & Education).

He has represented his community on many committees and Directorships at a local level and across Australia.

Chair Report



This financial year, the Board has focused on strengthening our foundations and positioning our organisation for long-term success.

After a period of destabilisation and leadership change, Directors worked with care to restore good governance, rebuild confidence, and recommit to decision-making that puts our community first and foremost.

A key milestone was the appointment of our Chief Executive Officer, Perlin Simon, who brings deep experience in Aboriginal Community Controlled Organisations and valuable skills in managing large funding streams in regional and remote settings.

With change comes a settling period, and we have emphasised listening and learning our strengths and gaps, while respecting the aspirations of our people. Our purpose is clear: *"Self-determined, healthy, robust and culturally strong Aboriginal communities across the Mallee region."*

We have been focused on prioritising programs and partnerships that deliver lasting benefit. This year, we continued to progress our Strategic Plan, which aligns with the Closing the Gap priorities and sets a pathway for safe and sustainable improvement in the years ahead.

We have also strengthened partnerships across government and the local community to deliver safer, more coordinated, culturally strong services.

Our performance improved significantly in the second half of 2024/25, with stronger outcomes in Kinship Care, Family Services, and Family Violence programs. These gains reflect the dedication of our staff and the benefits of working differently with our partners, laying a stronger foundation for the future ahead.

In addition, we have been working with *Public Realm Lab* on implementing our Masterplan for facilities in Mildura, Swan Hill, and Kerang. This work has identified key opportunities to better support holistic health and wellbeing, including Aboriginal Gathering Places, interior reviews, and a single-facility strategy for Mildura. The next step will focus on implementation, guided by a clear prioritisation and investment plan.

The Board has also invested significantly in governance and safety training, with a commitment to fostering a respectful, supportive culture that promotes kindness, teamwork, and cultural safety. We have recommitted to the standards of a modern Board by strengthening performance monitoring, risk management, and financial stewardship, while remaining transparent about both progress and challenges.

As we look to the future, this year's NAIDOC theme reminds us to honour those who carried us here and to be brave custodians for the next generation.

Our legacy will be measured by children and families who are safer, healthier, better housed, and more connected to culture, supported by services designed by and for our community.

On behalf of the Board, I thank our Elders for their wisdom, our members and clients for their trust, our CEO and Executive team for their leadership, our staff and volunteers for their tireless commitment, and our partners and funders for walking alongside us. Many work above and beyond in challenging contexts, supporting families with care and cultural strength. To my fellow Directors and our Board Secretary, thank you for your diligence and courage through a demanding year.

We have come a long way, and if we continue to work positively and proudly together, we will realise the strong, hopeful future our next generation deserves.



About Us

CEO Report



As I reflect on the past year, I am truly inspired by the momentum and resilience that has carried us through a time of significant change.

Demand for our services has grown, and our priorities have evolved, but one thing has remained unwavering, our deep commitment to strengthening our foundations, supporting our community, and delivering services that are culturally safe and respectful.

A highlight for me has been seeing our vision for the future unfold through initiatives like our Masterplan, in partnership with *Public Realm Lab*. This long-term plan guides us in how we grow and improve, always staying true to what our community needs most.

I am also proud of our progress in creating welcoming spaces like the expansion of our Community Café in Mildura, spaces that truly serve and connect with our community in meaningful ways.

Collaboration continues to be the heartbeat of everything we do. When we work closely with our local partners, we extend our reach and deepen our

impact. The Kerang Bush Tucker Garden Program exemplifies this beautifully, a project born in our Elders and Leaders meetings, brought to life through partnerships with MDAS Kerang, *Northern District Community Health*, and *Gannawarra Shire*. It's a testament to what we can achieve when our community and services come together to celebrate culture and land.

We were also delighted to partner with the Australian Electoral Commission for this year's Federal election, ensuring that our community's voice continues to be heard at every level. This collaboration was another step in our commitment to empowering our people and making sure our priorities are represented.

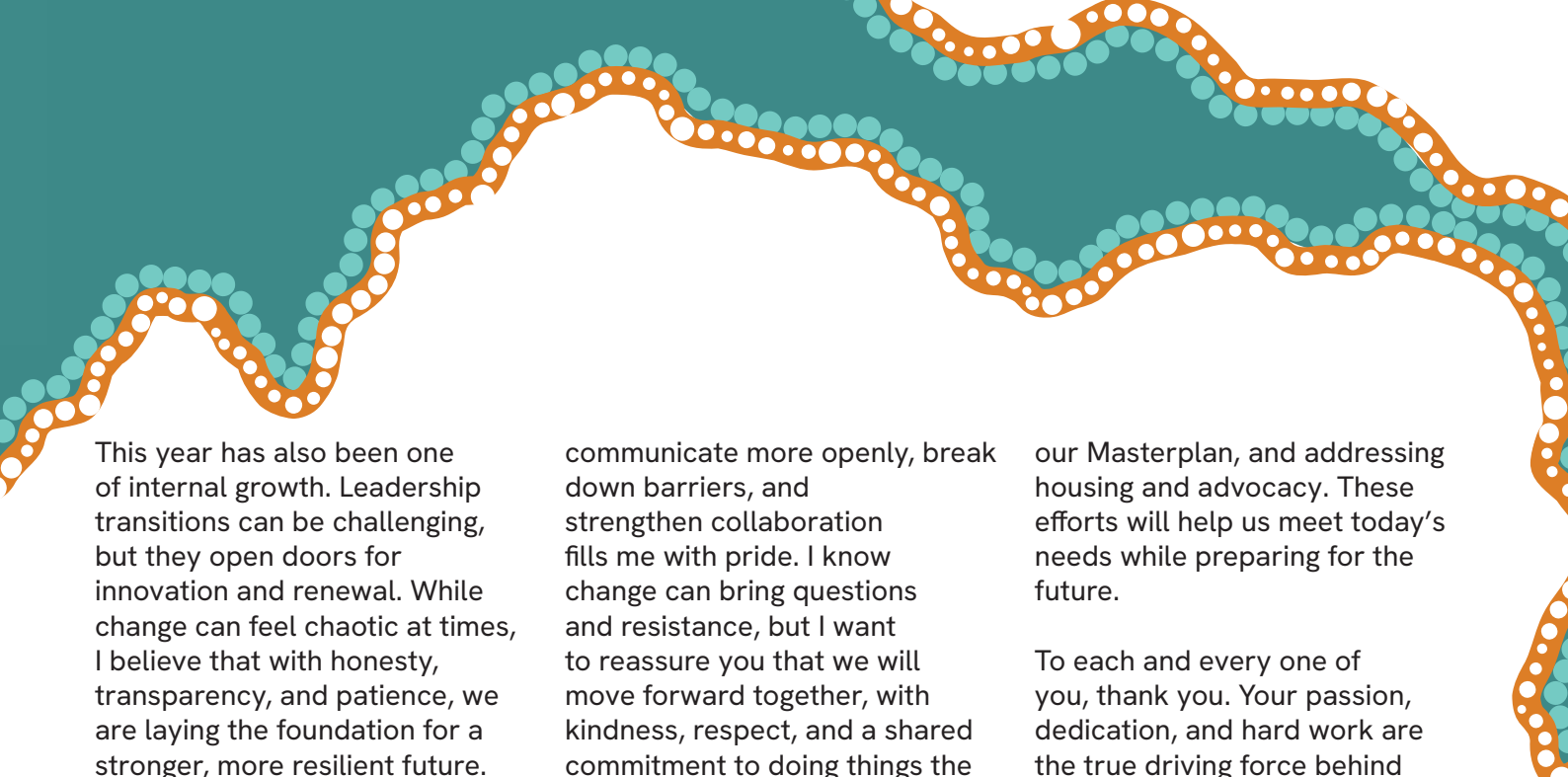
Our engagement with government at the local, state and federal levels has been crucial in amplifying our priorities and ensuring that MDAS as an Aboriginal Community Controlled Health Organisation is heard. Advocacy remains a vital part of our work, especially in highlighting the unique needs of our rural and regional communities. The challenges we face are very different from those

in urban areas, and it's essential that our perspectives are included in important discussions like Closing the Gap.

Housing continues to be a top priority for us, and we are actively seeking funding to address this and other critical issues across our organisation. I am committed to us working holistically, as one team, to achieve our shared goals and create a better future for our communities.

Operationally, we have seen a significant increase in service provision, between 35 and 40 percent, according to reports from the Department of Families, Fairness and Housing and other agencies. This unprecedented demand highlights both the value of our services and the urgent need for sustainable resources.

To meet this growing demand and achieve our workforce goals, we have prioritised establishing a dedicated Human Resources team. Our aim is to fully staff our programs, develop our people, and ensure we have the right people in the right roles to support and lead our community into the future.



This year has also been one of internal growth. Leadership transitions can be challenging, but they open doors for innovation and renewal. While change can feel chaotic at times, I believe that with honesty, transparency, and patience, we are laying the foundation for a stronger, more resilient future. Personally, my focus has been on refining our services and organisational structure, always with the goal of better supporting our dedicated teams and ensuring we serve our community effectively.

I want to acknowledge and celebrate the positive shift in our workplace culture. Seeing teams

communicate more openly, break down barriers, and strengthen collaboration fills me with pride. I know change can bring questions and resistance, but I want to reassure you that we will move forward together, with kindness, respect, and a shared commitment to doing things the right way.

Guided by our Lore and community values, we will continue to build services that empower our people and uplift our community.

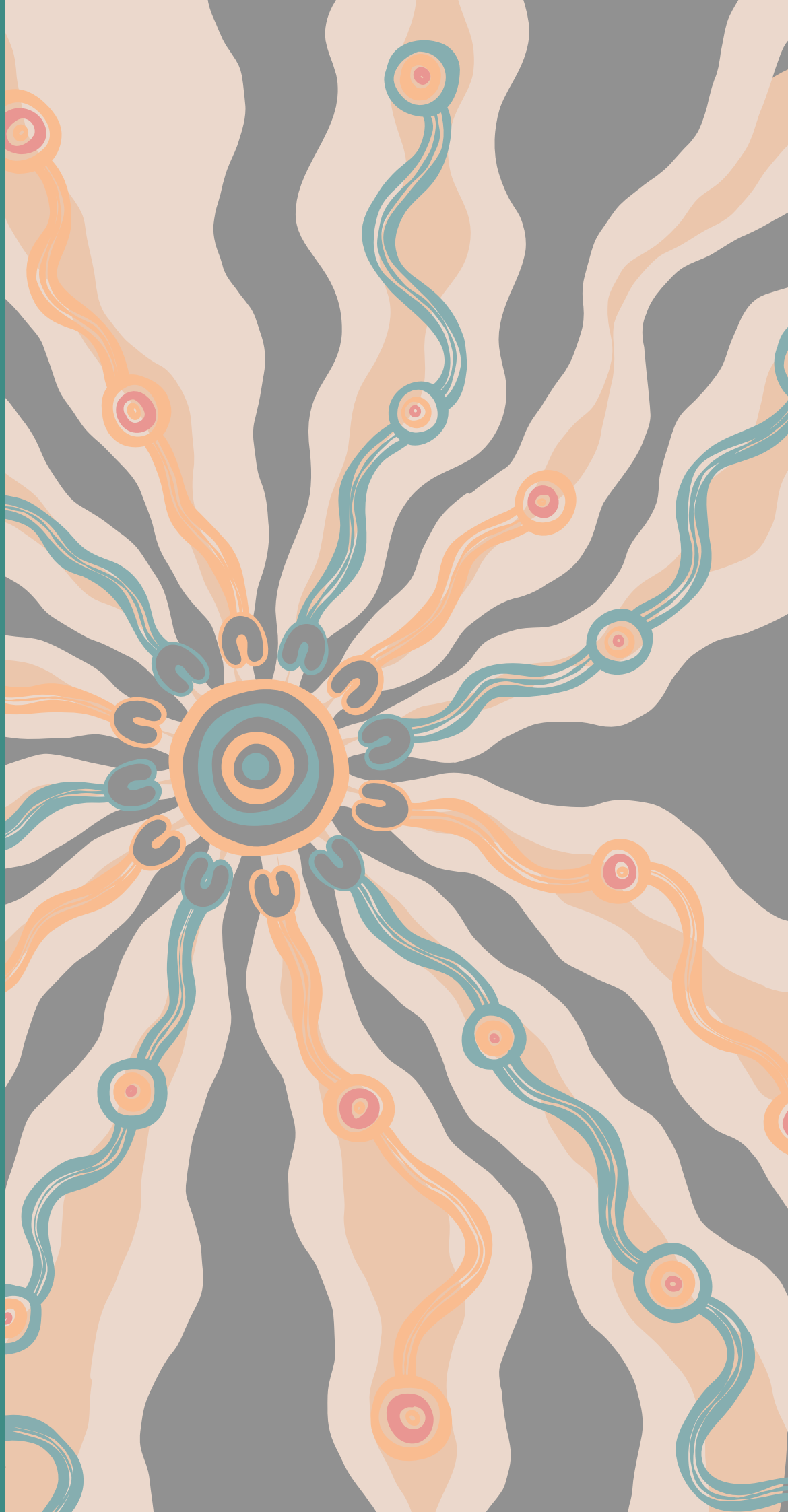
Looking ahead, our priorities remain clear, focusing on preventative health, advancing

our Masterplan, and addressing housing and advocacy. These efforts will help us meet today's needs while preparing for the future.

To each and every one of you, thank you. Your passion, dedication, and hard work are the true driving force behind every success we celebrate. We are busier than ever, but I am confident that together, grounded in our culture and guided by community, we are on the right path, creating meaningful, lasting change for our people.



Highlights



Highlights

Tyapa Kurra Kalh

Bush Tucker Garden Project – Kerang



In Kerang, we know the strength of our community lies in working together.

As a smaller community, the best outcomes come from collaborating closely with partner organisations to deliver meaningful projects.

One such initiative is the Bush Tucker Garden Project, to be named Tyapa Kurra Kahl (Barapa Barapa for “planting on country”). This project has been made possible through the generous support of *Gannawarra Shire*, *Northern District Community Health*, and the *Loddon Mallee Public Health Unit*, who provided funding for its development. We are proud to facilitate the project by hosting it at our facilities.

The garden is being brought to life through community contributions, working bees, and careful planning, with completion expected later this year. Once finished, the space will include garden beds, a yarning circle, shaded areas, a fire pit, and more.

Tyapa Kurra Kahl will provide a culturally safe and welcoming place where resources can be grown, stories can be shared, and community connections can flourish. We look forward to opening this space later in the year and hope it will be embraced and enjoyed to its full potential.



THE KOORI WAY - FLIP THE VAPE

Early in 2025, our Health Promotions team proudly supported the statewide “Flip the Vape” (FTV) campaign.

A bold initiative designed to spark meaningful conversations about the growing risks of vaping, while continuing the fight against high smoking rates in Aboriginal and Torres Strait Islander communities.

The campaign highlights the benefits of quitting vaping, moving away from traditional fear-based messaging and instead focusing on motivating young people to adopt healthier habits.

Through a newly established partnership-funded role, the Tobacco Health Promotions Officer, created in collaboration with the *Victorian Aboriginal Health Service* (VAHS). We were able to deepen engagement and bring fresh energy to community-focused health messaging. This role has been pivotal in building strong local and statewide connections, leading to culturally safe approaches that truly resonate with mob.

“We know that fear-based campaigns don’t work as well with younger audiences,” said Lionel Austin, Manager of the Preventative Health Unit at the Victorian Aboriginal Health Service.

“Instead, we’re focusing on empowering Indigenous youth with the knowledge that quitting vaping can lead to a healthier lifestyle and a brighter future.”

Key Achievements of Flip the Vape 2025:

- Strong community reach at the VACSAL Statewide Aboriginal Basketball Classic, engaging hundreds of young people and families in a culturally relevant setting.
- National recognition with a feature in the National Indigenous Times, showcasing the campaign’s impact and influence.
- Community-first approach through informal yarning sessions and safe spaces, ensuring conversations about vaping and smoking were framed around learning and understanding, not just quitting.
- Collaboration and connection with local organisations and internal teams working together to strengthen the statewide Tackling Indigenous Smoking (TIS) mission.

Looking ahead, planning is already underway for the first “Flip the Vape Day”, which will bring communities together to share knowledge, celebrate healthy choices, and continue shifting the narrative around vaping and smoking within mob.



THE KOORI WAY

Mallee presented in the top five of The Koori Way national social media report between 1st Jan 2025 - 30th June 2025 for Audience location. Only being beaten by Melbourne, Sydney, Perth and Adelaide.



2.5 MILLION

campaign views across Victoria through billboards, social media, newspapers and public transport advertisements





"We know that fear-based campaigns don't work as well with younger audiences ... Instead, we're focusing on empowering Indigenous youth with the knowledge that quitting vaping can lead to a healthier lifestyle and a brighter future."

FLIP THE VAPE VIDEO TUTORIALS STATS

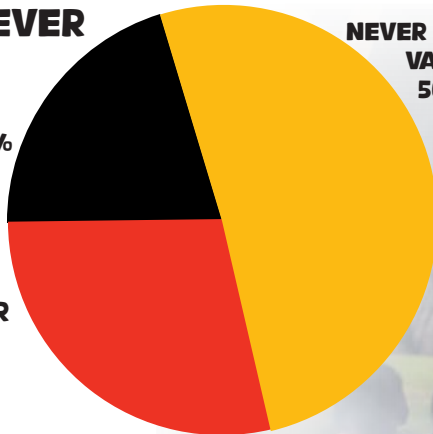
Number of participants **2652**

HAVE/ HAD/ NEVER SMOKED

HAVE QUIT
SMOKING/ VAPING 22%

CURRENT
SMOKER/ VAPER
28%

NEVER SMOKED/
VAPED
50%

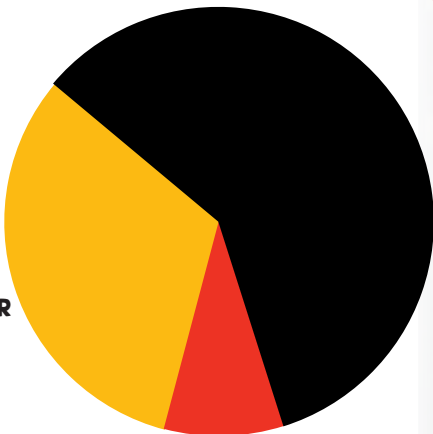


AGE RANGES

15 YEARS
OR YOUNGER
32%

16-17 YEARS 9%

18+ YEARS
59%

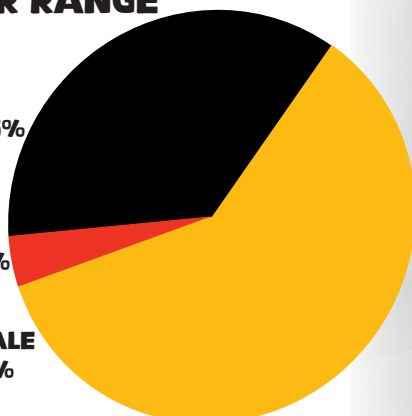


GENDER RANGE

MALE 36%

OTHER 4%

FEMALE
60%



Movement by Improvement



Last August, Alex McWilliam, one of our Registered Nurses at our Mildura site, proudly represented our organisation at the Movement by Improvement (MBI) forum.

This forum brings together ACCHOs focused on sharing innovative ideas and driving collective improvement. At the event, Alex presented a concept that was warmly received and is now progressing toward platform accreditation.

The idea was born from a recognised need for enhanced education in risk management and a better understanding of the data that connects (and sometimes disconnects) ACCHOs. Through this lens, several improvement areas were identified.

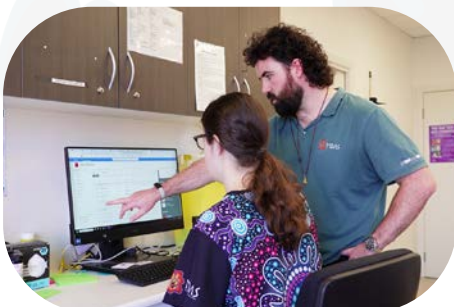
One major focus is replacing old paper-based systems with a secure, cloud-based platform. This upgrade will make it easier to access important information such as clinical data, allowing clinics to run more smoothly. As a result, staff will spend less time on administration tasks like tracking medications or managing cleaning schedules, and more time caring for patients.

The project also aims to improve communication and processes between teams. This will help reduce errors, improve workflows, and build a stronger culture of safety and quality in healthcare delivery. It encourages the use of Continuous Quality Improvement (CQI) tools in daily work.

While the immediate benefits will be seen by service providers, the long-term impact will reach clients and the wider community through more accurate, responsive, and patient-focused care.

This project shows how working together and sharing innovative ideas across ACCHOs can lead to real improvements in healthcare.

In the end, it means our health professionals can spend more time treating our community and being there when it matters most.



Dreamtime at the G

Thanks to the generosity of the Richmond Football Club, two of our families enjoyed a weekend in Melbourne that they will never forget.

Seats located right near the goals gave them front-row access to the excitement of the AFL Indigenous Round during the last financial year, an atmosphere so vibrant that clients and staff still are talking about it months later.

For many, it was a first-time experience not just watching AFL live but travelling to

Melbourne itself. Across the 48 hours together, staff and clients shared moments that built trust and strengthened relationships, from cheering in the stands to exploring the city side by side. This time together also gave staff valuable insight into each family's world, helping them to gain a deeper understanding and connection with our families.

The trip wasn't limited to just the game. Families visited the Melbourne Aquarium, took in sweeping views from the Eureka Skydeck, and enjoyed simple city

pleasures like catching trams. Seemingly small moments that became big memories, leaving a lasting impact for all involved.

For both clients and staff, it was a truly rewarding experience one that brought laughter, joy, and a reminder that our work is as much about shared experiences as it is about support.

SEWB Art Program - Art Competition

We were delighted to congratulate Tegan Shiner on her incredible achievement in creating her deadly piece and securing first place for our Mental Health Week Art Competition.

Tegan shared the story behind her artwork:

"The artwork represents family gathering around to support one another while dancing and reconnecting with our roots by being on the land, tracking emus and other animals. The lizard/goanna has been known to roam the country; however, I have used this animal as a Dreamtime totem, representing loved ones lost to suicide."

The theme of the competition was to create a piece of artwork that reflects the importance of mental health and wellbeing in our community. Tegan used her work to share her own personal journey.

"Since I started expressing my feelings and thoughts through my artwork, it has helped me navigate my mental health struggles and allowed me to stay grounded," Tegan explained.

This artwork will be used for our Social and Emotional Wellbeing Art Program.



Highlights

Kommunity Day - Mildura





Our Easter celebrations looked a little different this year.

For Easter, our deadly teams hosted a special 'Kommunity Day' event. The day brought together our teams and local organisations to enjoy an Easter egg hunt, a colourful fun run, and plenty more activities.

An abundance of yarns and smiles were on display.

Feedback from the day showed the event was very well received, and our teams are excited to make this a new annual tradition.

The smiling faces were all the encouragement we needed to make this decision.



CELEBRATING
50 YEARS

This year's National NAIDOC Week marks 50 years of week-long celebrations. The theme, **The Next Generation: Strength, Vision & Legacy**, honours past achievements and celebrates the bright future ahead.

During the year we spoke with our Elders about what the core elements of this year's theme mean to them and what messages they had for our Next Generation.

"Stay in school and get an education. Encourage and uplift others around you"

- Aunty Yvonne Jones

"Just be proud of who you are. Stay strong. Believe in yourself"

- Aunty Cynthia Lawson

"Live life, don't let life live you"

- Uncle Alfred Kerr



**"Live your lives well and
to the full"**

- Uncle Brian Hunt



**" Be a course of
encouragement and
motivation for others"**

- Aunty Dena McGovern

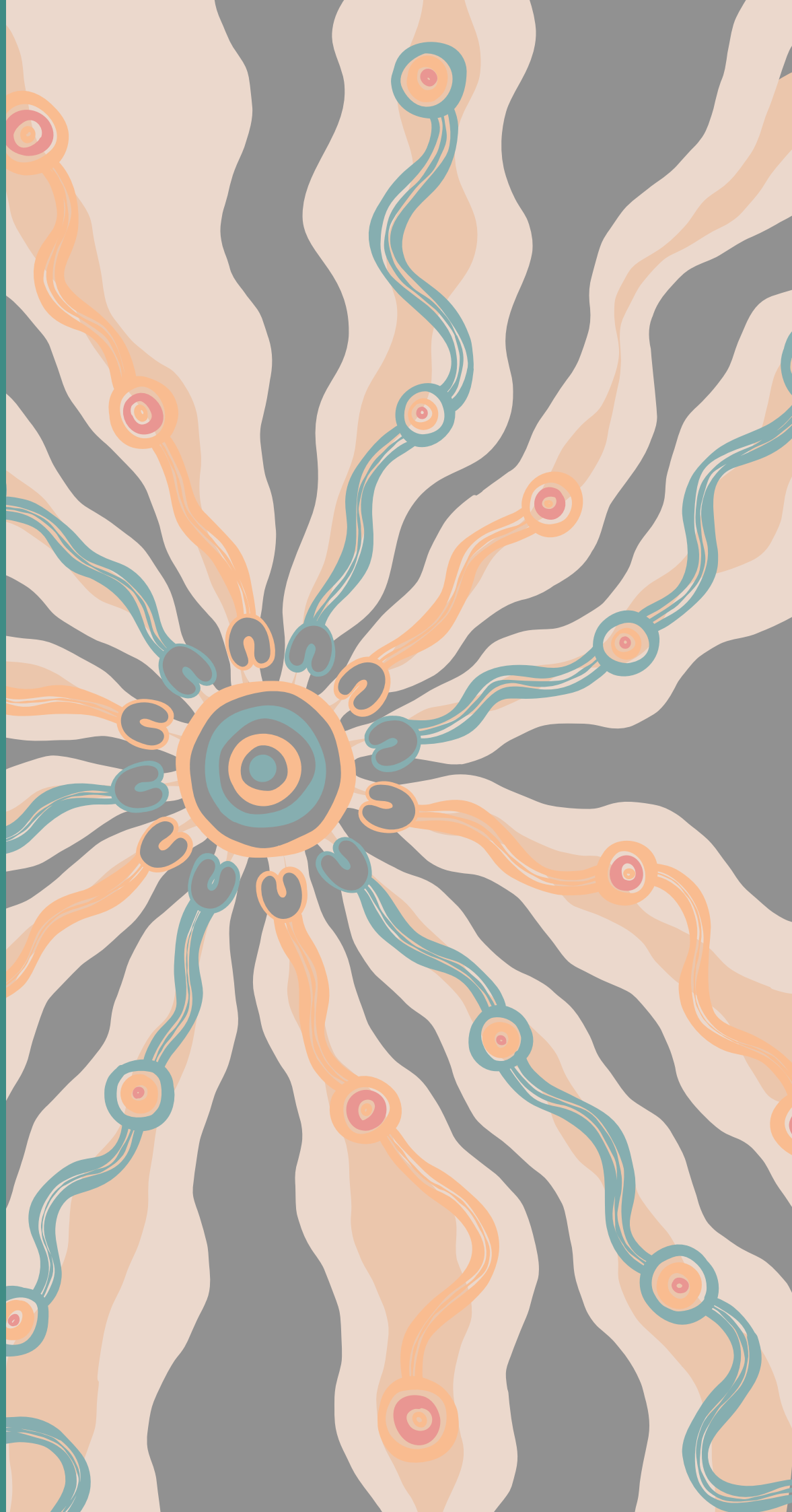
**" Learn more about culture.
Sit and listen to
your Elders"**

- Aunty Tania Knowles

**" Respect people and culture.
To learn more is strength "**

- Aunty Patricia Atkinson

Swan Hill and Kerang



Kerang

While Kerang remains our smallest site, its impact across our community continues to be incredibly strong.

The team's commitment to doing the most with what they have has created real, lasting outcomes for local mob.

A major milestone this year was one of our site superstars, Harold 'Hack' Webster completing his Certificate IV in Aboriginal and Torres Strait Islander Primary Health Care Practice, alongside Tanisha Stevens from our Swan Hill site. A significant achievement that strengthens the capacity of our teams as a whole. Kerang can now offer a broader range of services including 715 health checks, diabetes screenings, and more. It's the first time we've had someone in Kerang with the full-time capacity to deliver these vital services, which is an exciting step forward.

Day-to-day, our focus remains firmly on delivering health services to as many mob as we can, despite ongoing funding challenges. Our team continues to go above and beyond to meet community needs, driven by a "do with what we've got" attitude that is paying off in meaningful ways.

A number of new and ongoing community initiatives have also made a strong impact during the financial year.

The Bush Tucker Garden Project, with the name of the garden being "Tyapa Kurra Kahl", is well supported by other local organisations as a communal space and is generating a lot of interest. A community opening event is planned for later in the year, and we're excited to welcome everyone to come down and check it out.



Our Kerang Men's Group, born out of feedback gathered during 715 health checks, has evolved into a fortnightly gathering focused on Men's Business and spending time out on Country. This has been incredibly well received, providing a strong, culturally safe space for connection and healing in a safe and supportive setting.

We also run a fortnightly community yarn-up, giving mob a dedicated space to talk openly about challenges, successes, and local issues in a relaxed and welcoming environment. This space gives mob from all walks of life a chance to catch up and yarn openly without fear of judgment or not feeling welcomed.

We continue to work closely with *Northern District Community Health* and other external organisations, building strong partnerships that allow us to participate in larger events and better support our mob. NAIDOC Week and Reconciliation Week were standout examples this year, where our Kerang team helped deliver impactful celebrations with limited resources, supported by the strong "small town, big spirit" mindset that defines this community.

Finally, we proudly celebrate Hack's 10-year milestone with us at MDAS. A decade of dedication, service, and connection to the Kerang community. His work continues to shape positive outcomes for mob and demonstrates what can be achieved with passion, persistence, and local knowledge.

Kerang might be small, but it's making big waves where it counts.

Swan Hill Family Services

Our Swan Hill site continues to be a stronghold of community connection and service delivery, with a focus on holistic care, youth engagement, and culturally embedded practices.

Despite challenges with staffing, several critical roles have been successfully filled, helping to stabilise the service and lay strong foundations for our future growth.

This financial year saw our Next Generation Dance Group emerge as a major highlight, with special recognition to Conner and Sahra for their contributions in creating a vibrant and safe space for our youth. Programs such as River Detectives have remained strong, with young people actively involved in community events, showcasing consistent engagement and commitment to our culture.

Our Family and Playgroup spaces have delivered significant outcomes, with strong attendance and ongoing engagement. These programs have focused on supporting parents, particularly mothers, with the essential skills to nurture their children's development, while promoting physical health, nutrition, and cultural identity through activities like dance and swimming.

The Balert Gerrbik: Koorie Families as First Educators (KFFE) program has become a favourite among families, with staff like Malinda and Conner responding effectively to community feedback and adapting programs and activities to suit their communities needs.

Notably, our team has also completed foster care training, allowing us to assess suitable families locally, which is a major step forward in supporting Aboriginal children. Ensuring they are placed in culturally safe homes if other options aren't suitable.

We are proud to share that all Swan Hill staff have attained at least a Certificate III in Community Services, with several team members currently completing diplomas and traineeships. One standout story includes a student trainee transitioning into full-time employment, demonstrating our commitment to real career pathways for our community.

Creative initiatives have also taken centre stage this year, including a community mural in our Hub Room and a youth-led art exhibition. Events like Welcome Baby to Country, Do It For Dolly Walk, and our Easter family day were well-attended, reflecting the community's deep connection to our programs.

Our active participation in the Swan Hill NAIDOC Committee has further cemented our commitment to cultural celebration, leadership and growing commitment to maintaining partnerships.

Looking ahead, there is a clear focus on strengthening internal structures, particularly through the introduction of roles such as a wayipungitj worker in our Swan Hill area.

We recognise the need for more leadership and management capacity in the region and are committed to building a strong, skilled foundation team. This will ensure we can continue to meet the evolving needs of our community and create sustainable, long-term change for our mob.





Swan Hill Health

Our Swan Hill Health staff have remained committed and community-focused over the past year, navigating challenges while laying the groundwork for a more robust and busy future looking ahead.

Our partnership with the *Connecting the Docs* program has continued to provide a vital link between clinical care and community wellbeing, with the community expressing their appreciation for having access to the services they need, when they need them.

A major challenge remains the limited availability of medical practitioners, with only one doctor currently servicing the region. A recent community survey confirmed that while most services are highly valued, wait times to see a doctor are an area of concern.

In response, our top priority is to attract an additional GP to reduce wait times and alleviate pressure on our existing medical team. Despite workforce constraints, our health staff have shown tremendous commitment, often stepping into multiple roles across the organisation. The 'what we can do, we will do' approach has defined our mindset, focusing on in-house capability and doing our best with available resources.

We have seen progress in our internal capacity building, including one team member undertaking AHP training, which will expand the scope of services and appointments such as home visits, 715 health checks, and pre-consultation tasks. Staff have continued training, including CPR and First Aid, and health

promotions staff attended the TIS Conference, strengthening our health promotion efforts.

We also introduced voucher incentives for health checks, which has resulted in increased engagement. Also, a commitment to strengthening our team through the recruitment of a Practice Manager for our site, whose role will be instrumental in streamlining operations and rebuilding key external relationships.

Cultural and community engagement also remained a core priority, with participation in major community events like the Easter community event and many others.

Looking to the next 12 months, the focus remains on stabilisation and growth. Key leadership roles have now been secured, and our aim is to continue building from the ground up—attracting additional staff, streamlining services, and delivering high-quality, culturally appropriate healthcare to our Swan Hill community.



The background of the page is a complex, abstract pattern. It features a central sunburst-like motif with concentric circles in shades of orange, teal, and grey. From this center, numerous wavy, organic lines radiate outwards, creating a sense of movement and flow. These lines are primarily in shades of orange and teal, with some grey accents. The overall effect is a vibrant, textured background that suggests interconnectedness and growth.

Family and Community Services



Overview

The past year has been one of resilience, growth, and deepened commitment to our community.

Across all of our program areas, a strong story has emerged: one of stability in service delivery, cultural strength, and a forward-looking vision.

Our teams continued to strive at a high level, with programs consistently meeting or exceeding their targets while expanding into new regions and developing new models of care. From Kerang to Mildura, families and our youth benefited from high-quality support that was both responsive to immediate needs and mindful of long-term independence.

At the heart of this work was culture and community. Whether through healing camps, cultural workshops, or community celebrations. Programs were able to create opportunities for individuals and families to strengthen their identity and reconnect with Country. These experiences provided not only support but also meaningful pathways for belonging, pride, and healing.

This year also highlighted the importance of our people. Recruitment and retention remained a challenge across the sector, yet we invested heavily in staff development through diplomas, specialised training, and professional forums. These opportunities not only built skills but also reinforced long-term career pathways, ensuring our workforce is equipped to meet the increasing demand for our services.

Our approach remained holistic and collaborative, working closely with families, schools, external partners, and community networks. This meant going beyond the immediate needs to support housing stability, safety, education, parenting, and recreation. By working across these connected areas, we were able to help our families grow stronger and guided our youth toward positive life paths.

Looking forward, we are committed to building on these achievements. Plans are underway for purpose-built community hubs, expanded therapeutic and cultural supports, and stronger parenting and youth programs. Sustaining and growing these services will require continued investment, but the vision is clear: to create lasting, positive change through culturally grounded, community-driven support.

This past year has shown what is possible when stability, culture, people, and partnerships come together. The path ahead is one of opportunity, guided by the shared goal of stronger families, safer communities, and brighter futures for our children and young people.



Family Violence

Family violence continues to deeply affect our community, with Aboriginal and Torres Strait Islander people making up 40% of referrals into the system.

Our team receives around 200 referrals each month, delivering services across four programs—The Orange Door, Meminar Ngangg Gimba, Family Violence Therapeutic, and the Men's Behavioural Change Program.

Staff retention has been a significant challenge, with the financial year beginning under pressure due to high turnover. We have since placed a strong focus on securing the right people in the right roles and supporting them to build long-term careers within our organisation.

From a starting point of 15 positions, we have grown to 25 roles across our four programs, and we are working to fully recruit into all positions to meet the increasing demand for services. Our commitment to workforce development is clear. 20 Family Services staff have now completed a Diploma of Community Services, including four members from our Family Violence team.

While funding constraints have meant the conclusion of our Adolescent Family Violence program, we remain committed to providing strong, culturally grounded services. This includes shifting our focus for cultural activities to be closer to home and closer to Country. Planned healing camps, local trips accommodating mums and bubs, and expanded our Men's Behavioural Change Program will provide meaningful opportunities for connection, reflection, and growth.

We have also achieved positive housing outcomes for clients through referrals to DFFH, with several families successfully securing safe accommodation. An important step in breaking the cycle of violence.

Looking forward, our priority is clear: retain and develop our dedicated team, expand cultural and therapeutic supports out on Country, and continue delivering programs that respond to the needs of both victims and perpetrators.

By investing in our people, we strengthen our ability to create lasting change in the lives of those impacted by family violence.



Family and Children's Services



This year has been one of stability, growth, and forward thinking for our **Family Preservation and Reunification (FPR)** team.

We are proud to be achieving 96% of departmental targets while remaining fully staffed across all program areas. This consistency has allowed us to provide reliable, high-quality support to our families, even as service demand remains at capacity.

Our teams in **Intensive Family Services (INFS)** and **Integrated Family Services (IFS)** have made significant strides in both service delivery and professional development. INFS achieved 70% of its targets, while IFS reached 96%.

Staff embraced a year rich in training opportunities completing Circle of Security, Newborn Observation, and other specialised training programs. This commitment to upskilling in a culturally safe environment ensures we are well-prepared to respond to any challenge with both skill, empathy and the relevant training.

A highlight for the year was our shared experience at the Dreamtime at the 'G game in Melbourne, where staff and our clients came together for a day of connection, celebration and community.

These moments remind us that the work we do is not just about meeting immediate needs, it's about building relationships and creating positive, lasting memories. Including, being fortunate enough to create experiences for our clients they might not get to experience otherwise.



Across other program areas, there have been equally important achievements.

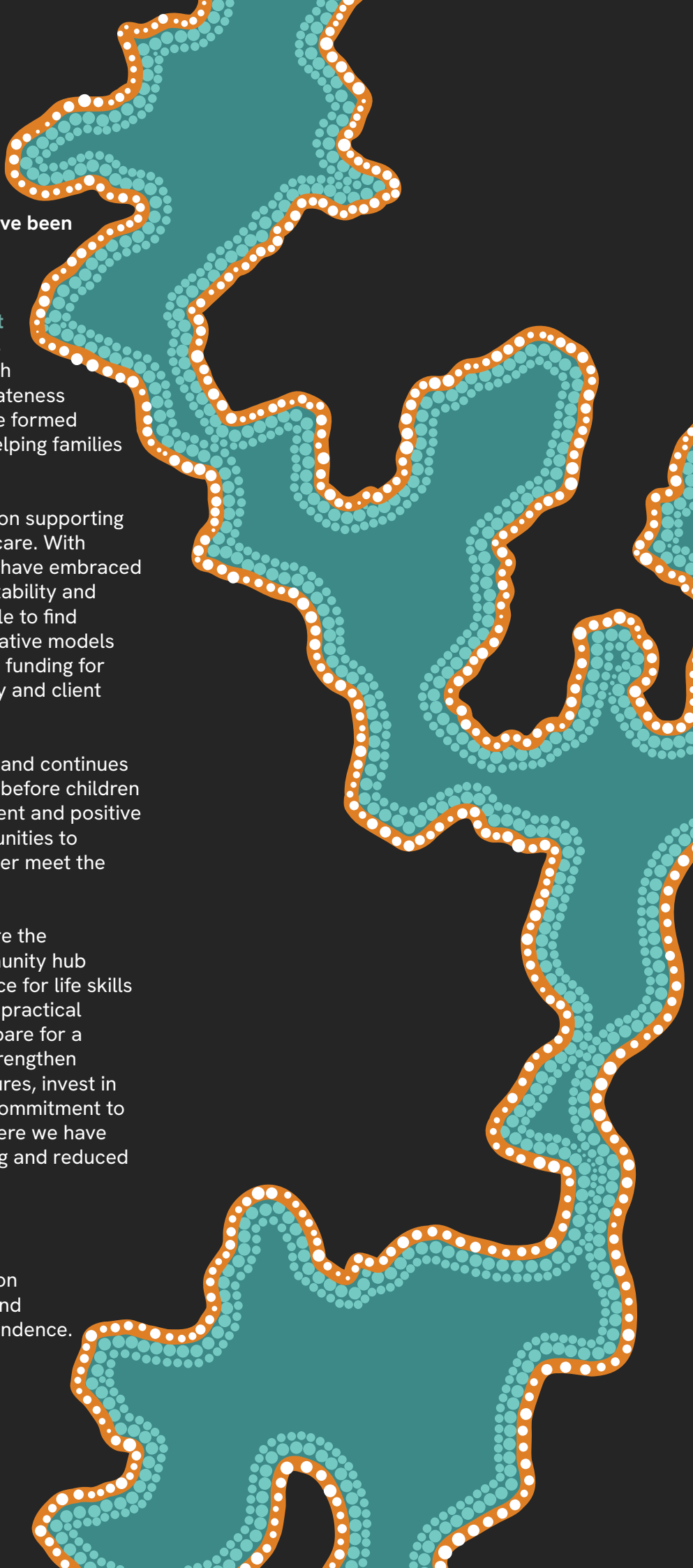
In **Aboriginal Family Lead Decision Making (AFLDM)** and **Cultural Support Plans (CSP)**, recruitment into key roles has strengthened our partnerships with our Elders, ensuring cultural appropriateness in every step of the process. Staff have formed strong, personal bonds with clients, helping families feel safe, supported, and understood.

In **Better Futures**, our focus has been on supporting young people as they transition from care. With homelessness a pressing concern, we have embraced a Housing First approach to provide stability and breathing space for these young people to find their feet. We are also exploring innovative models such as "Village 21" and have secured funding for an additional role to improve efficiency and client support.

In **Targeted Care Packages (TCP)**, demand continues to grow. These services aim to step in before children enter residential care, offering consistent and positive role models. We are exploring opportunities to expand support into weekends to better meet the needs of these children and families.

Looking ahead, we are eager to explore the development of a purpose-built community hub featuring a kitchen and dedicated space for life skills programs. Here families can then gain practical knowledge, build confidence, and prepare for a stronger future. We will continue to strengthen programs such as TCP and Better Futures, invest in staff development, and maintain our commitment to keeping children engaged in sport, where we have seen a clear link to improved wellbeing and reduced risk behaviours.

Above all, our guiding principle remains unchanged: to meet families where they are, work alongside them on the issues that matter most to them, and help them move toward lasting independence.



Early Years



Over the past year, our Early Years team has continued to strengthen connections within our community and expand support for families across the region.

Our wayipungitj role in Mildura, has been instrumental in growth and demand. The success achieved in Mildura has allowed us to secure funding to extend this role to Swan Hill, ensuring cultural connections and early learning initiatives continue to flourish across the Swan Hill region.

The team has been actively engaging with the community through events and programs, with a particular focus on supporting parents and children. Parenting programs have expanded, providing targeted support for mums and bubs, while efforts are underway to encourage greater participation from dads through initiatives like 'Tuning into Kids - Dads'. This follows the successful completion of relevant qualifications by staff to better cater to fathers, addressing previously identified gaps.

Our playgroup faced challenges due to staffing shortages; however, by the end of the financial year, we successfully filled key positions, allowing playgroups to resume with strong attendance already being shown. Our Balert Gerrbik: Koori Families as First Educators program experienced referral challenges and space constraints, yet significant progress was made toward rebuilding community trust and expanding services into the Youth Hub.

Our partnerships have continued to be a cornerstone of our work. Collaboration with the First/Early Steps to Learning program alongside Connected Beginnings and Mildura Rural City Council Best Start Facilitator has supported enrolment and attendance efforts, ensuring children remain engaged in education. Similarly, the HIPPY program has expanded its reach across borders, now engaging 39 families, despite ongoing staffing challenges.

Professional development remained a priority, with two senior staff completing diplomas or higher degrees and three team members undertaking Diplomas of Community Services. Staff participation in the HIPPY program conference in Tasmania provided valuable insights, reinforcing shared challenges and successes across programs.

Looking ahead, the focus will remain on maintaining regular parenting groups, sustaining engagement with families, addressing staff vacancies, and supporting career development opportunities for our team.

By continuing to build strong community partnerships and focusing on holistic approaches, we aim to enhance outcomes for children and families across our region.



PLAYGROUP EASTER



Murray Paddle



Camp Jungai



On Country Day - School Holiday Program



Youth Services



Our Youth Services team have had another year of providing critical services and offering a safe space for our youth.

During the financial year, our team placed a particular focus on holistic care, working closely with other internal teams, schools, and families to achieve the best outcomes for our youth in our programs.

A key focus was on mentoring the youth who come through our doors, giving them the tools and guidance they need to support themselves. However, we recognise that challenges can arise outside of our programs such as at home, where we cannot always be present. This reinforced the importance of collaboration with other services to provide wrap-around support where appropriate.

Highlights of the year included the Massive Murray Paddle, reconnecting young people with Country and community, and Camp Jungai, where nine youth participated in a culturally rich program of learning and growth. Our school holiday and after-school programs also took on a stronger cultural lens, featuring activities such as emu egg carving, clap stick workshops, trips on Country, and learning traditional sourcing methods. We also piloted a new cultural program that has seen us trialling different approaches to see what best meets the community's needs.

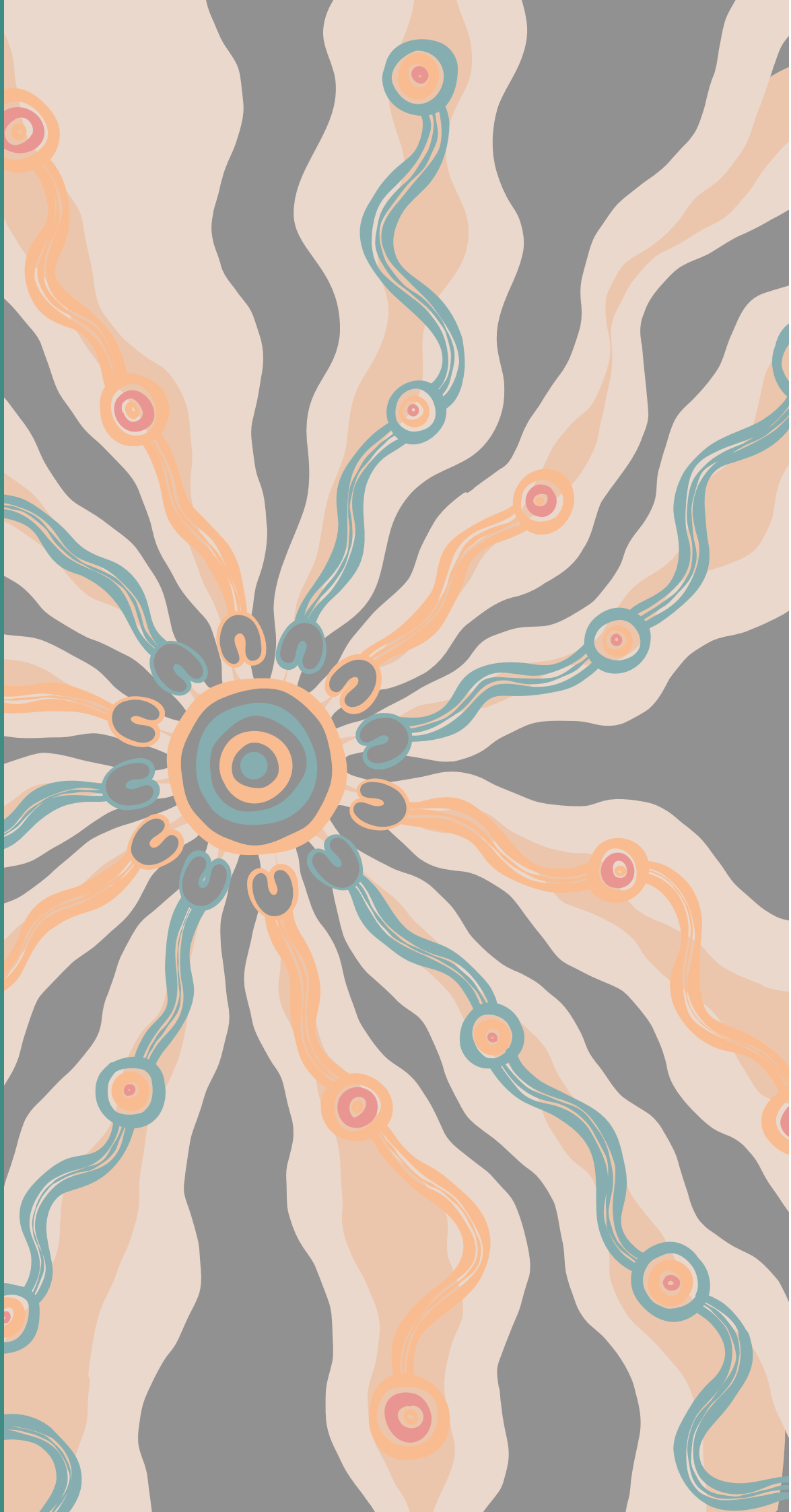
Our Koori Night Patrol remained a vital service, supporting safe transport for around 150 community members each month. Encouragingly, while working alongside Victorian Police, we have seen a broader decrease in youth involvement in crime. We also supported our youth to join sports like basketball and football, helping them stay engaged in positive pursuits through helping out with uniform cost, registrations, transport and more.

Staff development was another priority area, with our team attending the Aboriginal Youth Justice Forum, the Youth at Risk Summit, and completing trauma-based training. These opportunities strengthened our understanding of how to work effectively with young people and adapt our approaches to better serve our community as a whole.

While funding challenges remain, we have worked to secure additional resources to provide cultural activities and opportunities we could not previously offer.

Looking forward, we are committed to staff retention, expanding our cultural programming, and deepening partnerships so that our youth have every opportunity to thrive.

Health and Clinical Services



Overview

This financial year has seen continued growth and innovation across our health services, with a strong focus on prevention, accessibility, and culturally safe care.

Our approach is clear: prevention is the best cure. The team has focused on understanding the whole person by asking the right questions and connecting them with different kinds of support that work together, rather than providing separate services that don't always fit together.

The introduction of our Health Van marks an exciting step in expanding access, with plans to visit high-need areas across the region and offer telehealth appointments on the road. This will bring medical attention directly to those who may face barriers such as transport or distance, ensuring care is delivered where it is needed most.

In our health space in Swan Hill, we successfully passed accreditation, confirming what we already know, that we are delivering a clinically and culturally safe practice that meets mainstream standards.

This is a significant achievement given ongoing staffing challenges. The preventative health space in Swan Hill has also been setting a strong example for our Mildura site to follow, and with the recent hiring of a Practice Manager, we are well placed to strengthen operations further.

Diabetes has emerged as a major concern during the past 12 months, and steps are already underway to respond to the growing trend. Our Diabetes educator's increased availability and

appointment capacity will play a key role, with planning is still in progress to determine the most effective strategies for prevention and management moving forward.

We are also investing in our people, with four staff commencing Aboriginal Health Practitioner training in the new financial year and three staff who completed their qualifications during this period. Staff continue to build skills through national and local conferences, Medicare workshops, and partnership programs such as Clontarf, where great work has been done engaging young men and focusing on their health and wellbeing. We have also received positive feedback from staff and the community about our new health reception design, which has created a more streamlined and welcoming service.

While demand for services continues to grow, our current infrastructure is being stretched, with limited space for additional staff and services. The masterplan process has been valuable in exploring how we can meet these needs in the future. However, this will continue to be an area of focus as we work to alleviate and address these challenges in the foreseeable future.

Finally, we proudly acknowledge Dr Patel's multiple award nominations this year across the health sector, which reflect the high-quality, dedicated care delivered by our entire health team.

The team remain committed to delivering quality, culturally safe care and continuing to grow our services to meet the needs of our community.

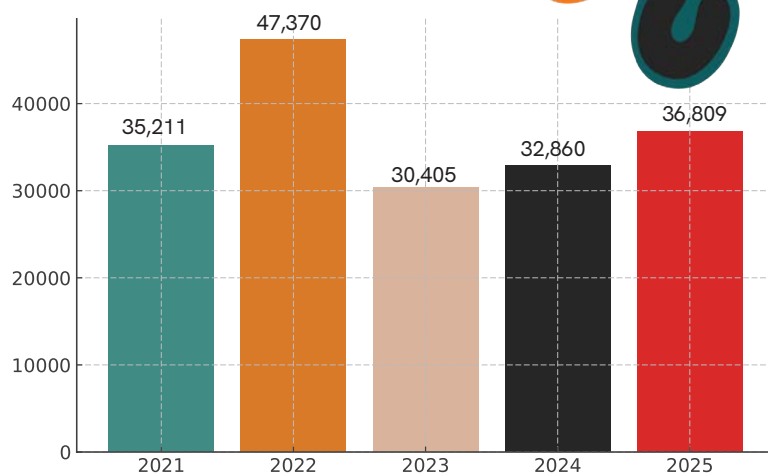


Health Data

All the data below represents all MDAS sites.

PATIENT NUMBERS

Patient numbers reached a peak in 2022 as our services resumed following COVID-19 disruptions. Episodes of Care have since risen steadily, reaching an all-time high and underscoring the continued growth in demand for our services.



WALK-IN'S

18%
11735

CANCELLED BY PATIENT

11.5%
7506

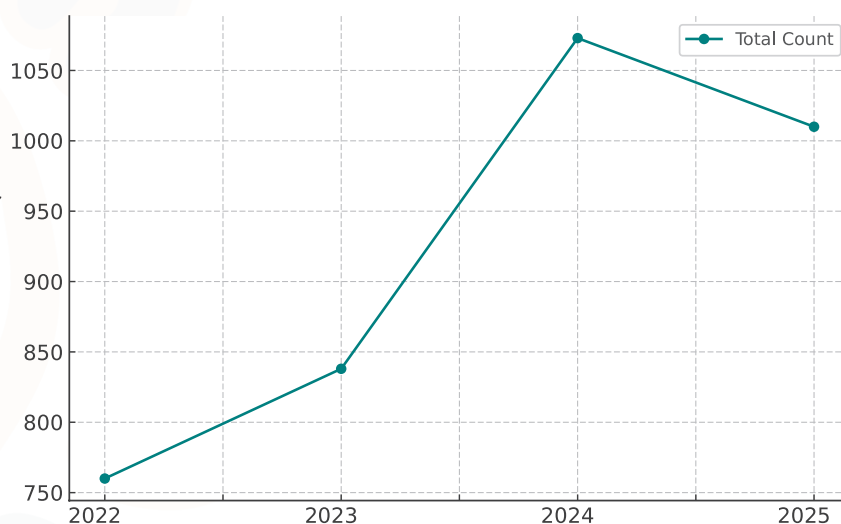
**BOOKED -
DID NOT ATTEND**
7.6%
4952

BOOKED AND ATTENDED

63%
41166

HEALTH CHECKS

This year, we've seen fewer 715/721 health checks, largely due to having fewer Aboriginal Health Professionals (AHPs) in our service. This drop clearly shows just how vital AHPs are in keeping services running and ensuring community needs are met at all times.



Primary/Preventative

A key shift in our program delivery during the financial year was recognising that if our community couldn't come to us, then we would come to them.

One of the most significant milestones in this effort was the acquisition of our very own MDAS Health Van. This has been a major initiative aimed at reaching community members who may face transport barriers when trying to access our clinic and services.

All mob, regardless of their circumstances or mobility, deserves access to quality care. The Health Van has become instrumental in helping us deliver preventative health measures and services directly to the community. It has been able to be present at the majority of MDAS hosted and partnered events, allowing attendees to not only enjoy the festivities but also access vital health checks, chat with our deadly and qualified staff, or simply have a friendly yarn about any concerns they may have.

In addition to its presence at events, the Health Van has supported our team's outreach efforts at numerous key community occasions including our Kommunity Easter Event, Swan Hill Careers Expo, and many others throughout the year.

Beyond clinical outreach, our Health team also contributes to food relief, delivering essential packages to community members in need. During the financial year, we were able to support 861 household members—doing our part to help ease the stress of not knowing where the next meal might come from.



15.5%
of ATSI adults
have Diabetes
(1 in 6)*

Jade had
557
attended
bookings

Jade saw
400
people in
addition to these
bookings

We were also proud to congratulate our very own Diabetes Educator, Jade Kelly, who was awarded the 2024 ATSI Credentialed Diabetes Educator of the Year.

This prestigious award recognises outstanding contributions to diabetes education and honours individuals who go above and beyond to support people living with diabetes, along with their families and communities.

Jade, a Mutthi Mutthi Wamba Wemba woman and a mother of three, has been dedicated to diabetes education since 2012. We are incredibly proud to have Jade as part of our team and look forward to all that she will continue to achieve in the years ahead.

219
HbA1c's
completed
(glucose hemoglobin
tests that are used to
help diagnose type 2
diabetes)

Looking ahead, our priority is to broaden our reach and support as much of our community as possible. Even if we're able to help just one more family, that alone is something to be proud of.

Health Promotions

Our Health Promotions team has had another incredibly busy financial year, working hard to ensure our mob always has access to the most up-to-date health information and alerts.

Our 'Healthy Mob' messaging has remained a consistent theme throughout the year, encouraging our community to maintain a healthy diet and pursue their fitness goals. This message has been reinforced through a range of merchandise developed in collaboration with the Media team, helping to keep our messaging strong and visible.

We want our community to know we are here to support them every step of the way in their health journey. Because sometimes it's the journey that matters most, not just the destination.

One of the key initiatives this year was re-establishing our previous partnership with *Deadly Choices*. This collaboration aligns us with numerous other ACCHO's across the state and has brought great excitement to our community, especially through the popular free 715 shirts received when completing a 715 Health Check with us. These shirts feature a variety of deadly designs and showcase strong imagery, thanks to *Deadly Choices'* major partnership with the *NRL*.

We are also striving to work more closely with other internal programs within MDAS to align more with values and goals as a whole organisation. One example of this, is to work more closely with our Kitchen team with our Café menu to offer more healthier

alternatives as an option. This can be striving to work holistically to tackle some disturbingly high numbers of emerging diabetes rates.

At our Mildura site, we are also now proud to be offering free essential toiletries as part of the government's nation-leading *Free Pads and Tampons Program*. We hope this initiative provides meaningful support to our community, and we aim to expand it to other sites in the near future based on its success.

Additionally, we were fortunate to secure funding for two new Health Promotion roles. These positions will allow us to broaden the range and depth of our services, with a specific focus on supporting community members navigating the health and support systems involved in the cancer journey. This work will include stakeholder mapping, developing referral pathways, and building relationships with both medical and non-medical support services.

Finally, we have also been developing a community cookbook and wellness guide, which will include information on nutrition and physical activity. These resources are designed to be accessible to all ages and community members, helping everyone move forward with their health goals, with us right beside them on their journey.



Original Artwork by
Kedaesha Jackson

Tackling Indigenous Smoking (TIS)

Under the expansion of our Health Promotions team, we were pleased to welcome a Tobacco Health Promotions Officer.

This role has a focus on addressing the high smoking rates among the Aboriginal and Torres Strait Islander (ATSI) community, as well as the emerging rise in vaping.

The position had previously not existed, so the arrival of our current worker created the opportunity to breathe fresh life into the space and strengthen the team's ability to work directly in community.

Over the past year, this role has driven a significant increase in community engagement, with strong connections built both locally and across the state. Planning is already underway for a future "Flip the Vape (FTV) Day", designed to unite our efforts and bring community together around a shared health message.

From January to May 2025, our team supported the Flip the Vape campaign, which reached an

estimated 2.5 million views across Victoria. The campaign was seen on billboards, social media, public transport, newspapers, and more.

One challenge noted by the team was the hesitation from some schools to host vaping and smoking education due to the sensitive nature of the topics. In response, we prioritised informal community engagement, focusing on yarning sessions and creating culturally safe spaces where conversations could happen naturally. This approach shifted the emphasis away from "quitting" as the sole objective and toward broader education and understanding.

Connections with other local organisations and internal teams have been essential, helping to build bridges and strengthen the statewide approach as a whole.

Highlights of the year included a feature of the Flip the Vape campaign in the National Indigenous Times, large-scale billboard promotion, and the opportunity to take these conversations directly into our communities.

We are grateful for the strong support from VAHS and from our own health team, whose commitment and collaborative spirit have been instrumental in furthering the TIS mission.



Social and Emotional Wellbeing

This year, our Social and Emotional Wellbeing (SEWB) team has grown stronger than ever, with exciting developments that are making a real difference.

We welcomed new staff completing key training, ranging from a provisional psychologist and a social work graduate to others pursuing certificates and diplomas in counselling, health, and alcohol and other drugs (AOD).

Our AOD team expanded from just one member to five, including a trainee who recently completed their qualification. This dedicated team supports clients at every step of their journey, helping them reach their goals. They've also visited other services to bring back best practices tailored to our community's needs.

We also launched five new groups, including Men's and Women's circles and two art therapy groups. These art groups have been especially powerful, fostering healing and mental wellbeing through creative expression.

Community members not only enjoy the group sessions but also benefit from one-on-one support. One recent highlight was a community tree project where participants shared their thoughts, promoting self-care and kindness through activities like self-affirmation cards.

Our strong partnership with *The Mildura Base Hospital* continues through regular visits, helping us work more closely and deliver seamless care. We're also refining our POD model to make the best use of our team and resources, ensuring we serve our community even better.

One of our proudest achievements this year is being selected as one of only two ACCHOs to participate in the Aboriginal Corrections Housing Pathways Initiative (ACHPI) pilot program. This 30-month project supports people experiencing homelessness or transitioning from the justice system, helping them rebuild connections and find stability.

Building partnerships remains at the heart of what we do. We're focused on offering wrap-around support by working closely with other organisations and sharing knowledge across regions.

Our team is committed to growth, completing training in trauma-informed care, Indigenous-focused domestic violence, cognitive behavioural therapy, and more. Two staff members now lead internal mental health training, with plans to expand these programs further.



Our Re-Connect program gained national recognition this year, with staff presenting at the National Justice Forum. We continue to support families through the Bringing Them Home redress schemes, offering crucial assistance to those affected by the Stolen Generation.

While challenges remain such as gaining access to schools for mental health training and filling sensitive roles like gambling support workers, we are tackling emerging issues head-on. The rise of online gambling in youth video games is a growing concern, prompting a stronger focus on prevention for young people alongside ongoing support for all age groups.

Homelessness and Housing support continue to be urgent priorities. We are actively seeking funding and advocating for the right services to meet our community's needs.

Despite these challenges, feedback from staff and community has been overwhelmingly positive. We remain committed to learning, growing, and delivering culturally safe, effective care.

Looking ahead, our guiding motto is clear: "We are doing good, but we can always do better." With this spirit, we are confident in building a stronger, more connected SEWB service that truly meets the needs of our community today and into the future.



Healthy Ageing & Disability



Our Aged Care & Disability Services space continues to thrive, with strong participation across all locations.

A key milestone this year was introducing the Aboriginal Disability Liaison Officer role, providing dedicated NDIS support for all ages, linking clients to services, and guiding them through every step of their journey.

We have also placed greater focus on expanding our services in Swan Hill, partnering with organisations such as *Intereach* and *Yarning Crescent* to identify service gaps and coordinate culturally appropriate, holistic support.

NDIS services remain in high demand. Since the role launched in September 2024, our single worker has supported 26 clients, with many returning due to the quality of assistance received. A waiting list highlights the need to expand this service, with our staff often providing ongoing support well beyond initial engagement.

Our Healthy Ageing program now has a full-time case manager focused on preventative health for clients aged 45 and over, combining cultural, physical, and mental wellbeing. The team's commitment is reflected in outcomes such as assisting with prosthetic and vision restoration, securing medical equipment, and arranging specialist care.

Weekly Elders Men's & Women's Groups and four days of mixed programs foster cultural connection,

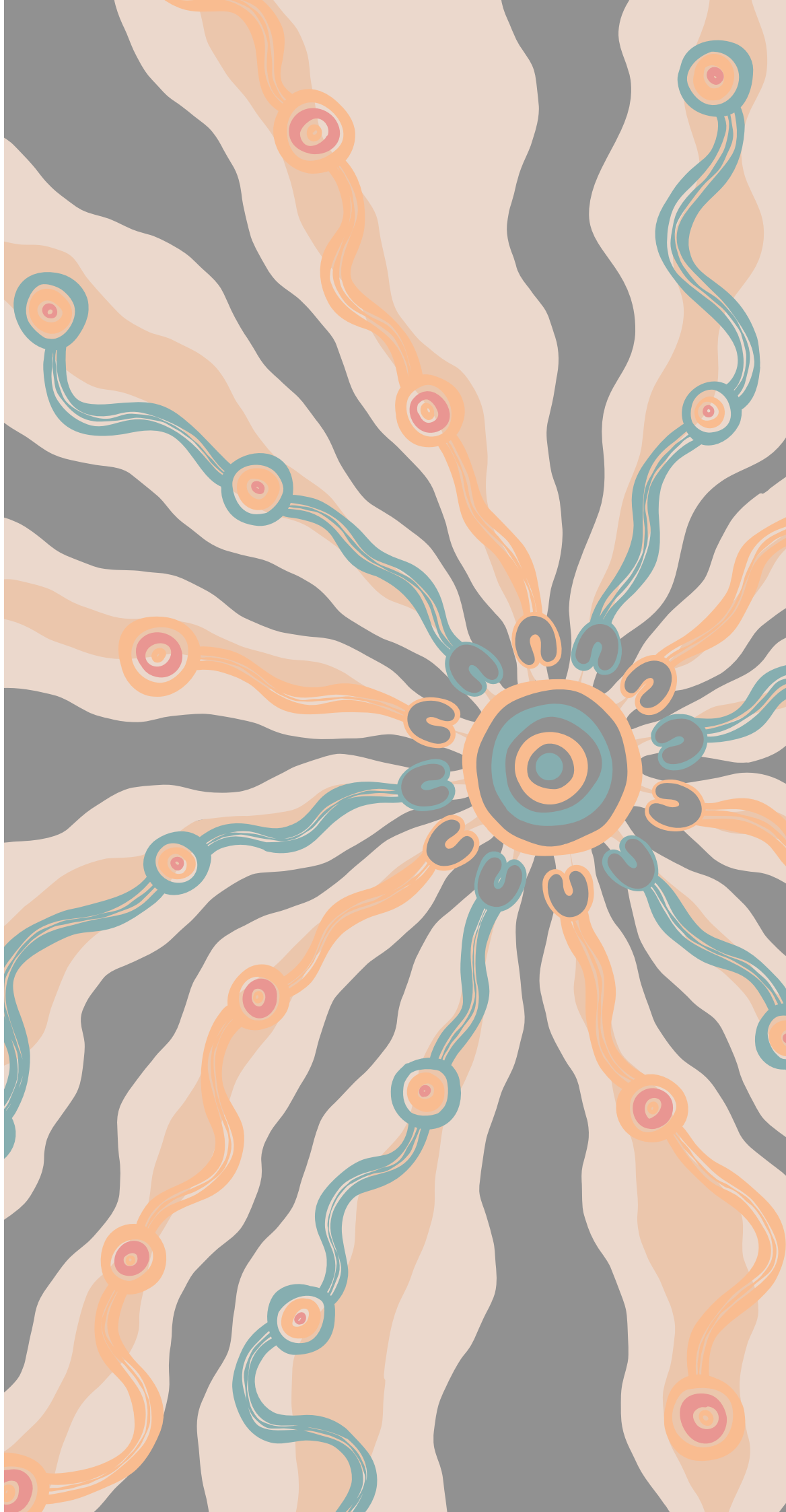
healing, and social engagement. *Jim's Mowing* continues to maintain Elders' lawns, removing physical strain and supporting independence.

However, we have identified a gap in local aged care assessments by ACCHOs. We aim to build this capability and become an accredited aged care provider, allowing more Home Care Packages to be managed in-house. Infrastructure is also a focus moving into the financial year, ensuring facilities are fit for purpose and accessible for everyone who may visit.

Our staff continue to grow professionally through quarterly external meetings, conferences, and panel participation. Highlights include presenting on Cultural Safety & Trauma-Informed Care in Melbourne and contributing to Dementia Australia panels, with Rochelle Barry, our Aged & Disability Programs Manager, playing a key leadership role. We are also preparing to pilot dementia-specific programs, with specialists regularly visiting Elders during group sessions.

While workforce shortages in Swan Hill remain a challenge, our team continues regular visits to meet Elders' request for more consistent group activities.

Looking ahead, we remain committed to culturally safe, holistic care—expanding services, strengthening infrastructure, and deepening community connections across the region.



People, Culture and Inclusion

Human Resources

Over the past year, our Human Resources (HR) team has made significant strides in building a strong, resilient, and culturally responsive workforce.

Despite initial staffing challenges, we successfully recruited and filled key leadership roles, including our General Manager and HR Manager, and now operate with a fully resourced team.

We undertook a complete review of our recruitment systems and are in the process of transitioning to a more comprehensive automated software platform, which will improve efficiency and turnaround times. Onboarding processes were also refined to ensure training is current and fully tracked through electronic systems, which supports us both from a compliance and security standpoint. As well as our commitment to reducing our carbon footprint.

Policy and procedure development has remained a key focus area, particularly in collaboration with our Quality and Governance team. This work has led to clearer processes and stronger alignment across the organisation. Through working together, we achieve our goals in an holistic approach as an organisation and within our individual teams.

We continue to prioritise professional development, with three HR staff members currently undertaking further study to enhance their skills and build internal capacity.

Leadership and management development has also been a focus to strengthen our core team and support succession planning across the organisation.

Staff recognition has been a cornerstone of our HR strategy, with regular celebrations of individual and team milestones contributing to a positive workplace culture. Feedback from staff surveys has also been instrumental in shaping ongoing improvements and driving strategic change.

Our Employee Assistance Program (EAP) is under review to ensure it offers culturally appropriate support, with a second provider being explored to ensure our mob feels comfortable, respected and culturally safe when accessing these services.

The team also held a dedicated HR strategy day to map out priorities and allocate responsibilities across the team. We are also working to improve our connectivity between our sites in Swan Hill and Kerang, with a focus on reducing isolation and increasing collaboration across the organisation.

Our commitment to continuous improvement remains strong. We are learning from past challenges, actively addressing staff turnover and complaints, and evolving our practices to support a more inclusive, capable, and engaged workforce.

Our staff turnover is already reducing which is a good indicator of better recruitment practices being implemented and higher levels of intention to stay with our organisation.



Learning and Development

This reported financial year, our Learning and Development (L&D) team has worked diligently to foster a culture of growth, skill-building, and culturally safe learning across our organisation.

Despite facing staffing challenges, we have maintained a strong commitment to ensuring our workforce is equipped with the knowledge and tools they need to succeed.

We continued to deliver essential training programs, including First Aid and CPR, with an increase in session availability to meet growing demand. Notably, we achieved 100% staff completion in mandatory training, reflecting our dedication to compliance and staff readiness.

A key milestone has been the roll-out of “Train the Trainer” De-escalation training across our Mildura and Swan Hill sites, strengthening our internal capabilities.

Additionally, we have begun integrating DiSC training for team building across our organisation to help employees better understand working and behavioural styles. This in turn fosters a more adaptive and responsive leadership practices. A chance to move away from the ‘one shoe fits all’ approach.

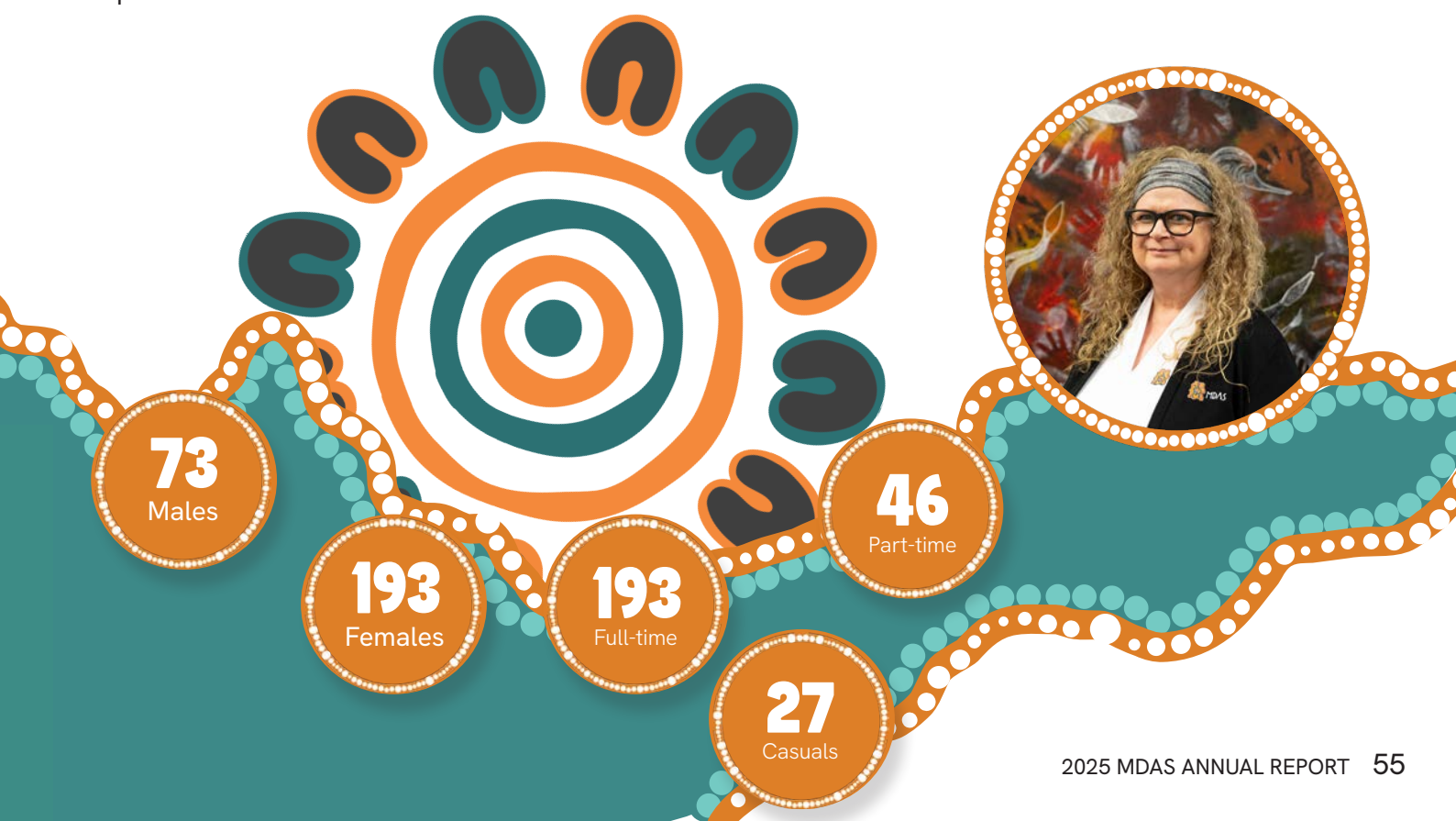
Our strategic focus has included the recruitment of a dedicated L&D Manager to lead the future direction of training and professional growth. We are also exploring more traineeship positions as part of our commitment to nurturing new talent from within our community.

Our team is also working towards stronger data tracking to measure completion of qualifications and progress of trainee roles, with a goal to showcase and celebrate the development journeys of our staff.

Externally, our L&D team has also engaged with industry events and partnered with other providers to share knowledge and learn from others. A strong emphasis has been placed on culturally sensitive training, ensuring that all staff are equipped with the understanding and insight needed to work respectfully and effectively within our community.

Looking ahead, we are focused on building a resilient and stable L&D team that can champion professional development across our organisation. The emphasis will be on strengthening internal capacity first and then supporting broader organisational needs with increased learning opportunities at every level.

Our Learning and Development team will remain central to our vision of empowering staff, supporting career growth, and building a culturally safe and capable organisation.



Occupational Health and Safety



Our Occupational Health & Safety (OH&S) area has undergone significant transformation since our last Annual Report.

The OH&S team has transitioned from operating under the Corporate umbrella to now forming part of the People, Culture & Inclusion portfolio. This strategic move reflects a broader and more holistic view of safety within our organisation—one that encompasses not only physical safety, but also the mental health and wellbeing of our staff.

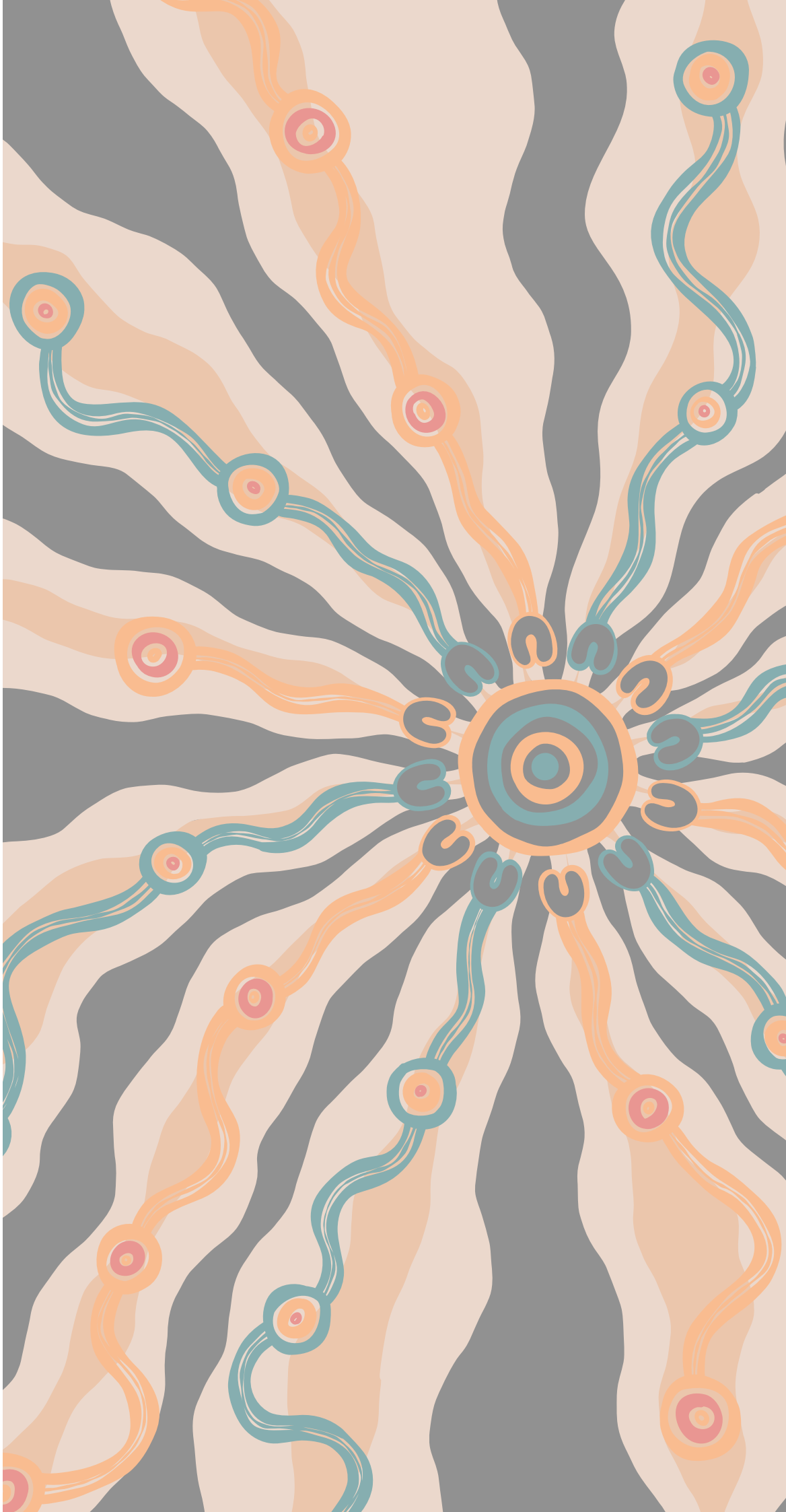
By aligning OH&S more closely with our Human Resources team, we are better positioned to provide a unified and comprehensive approach to staff support and duty of care. This integration fosters a more responsive, supportive, and empathetic environment for all employees, ensuring that we are present and proactive in meeting their needs.

A key development this financial year has been the enhancement of our Duress Response systems. In addition to maintaining compliance with existing alarm systems within our facilities, we have introduced portable Duress Alarms for our service delivery staff. These mobile solutions offer a practical and immediate way for staff to call for assistance at the push of a button via their phones.

This seemingly small but impactful change greatly improves staff confidence and safety while delivering services, whether in the community or on Country. Knowing that help is readily available enhances their ability to perform their roles with greater assurance and peace of mind.

Looking ahead, our OH&S team remains committed to upholding compliance with relevant safety regulations and risk management protocols. We also look forward to collaborating with external auditors and third-party partners to ensure our safety framework is comprehensive, robust, and aligned with best practices within the industry.





Operations

Overview



“Committed to redefining our processes, and celebrating our wins”

During the financial year, the Corporate Services area underwent several strategic changes aimed at improving operational efficiency and service delivery.

A review of our previous portfolio highlighted ongoing challenges in managing a broad and diverse range of services. In response, we made a deliberate decision to streamline our focus and prioritise core operational areas.

This involved transitioning specific functions such as Community Café & Catering, Finance, and Occupational Health & Safety (OH&S) to other internal departments better equipped to manage them, thereby distributing the workload more effectively.

These changes have enabled us to realign Corporate Services with a clearer operational focus, strengthening our role in providing internal support across the organisation. The transformation has resulted in a more efficient structure, better positioned to deliver high-quality background and enabling services, rather than client-facing functions.

The introduction of the ‘General Manager – Operations’ role has supported more effective management of the restructured teams, alleviating the burden previously placed on a single person or group. Additionally, the appointment of a Chief Financial Officer has helped distribute responsibility and enhance decision-making by ensuring the appropriate authority is in place to respond in a timely and effective manner.

“We recognise the challenges of managing such a wide range of services. This process has helped us step back, reassess, and identify areas where we can improve and better serve our community,”
General Manager, Operations.

Looking ahead, our focus for the next financial year is to stabilise our operations and celebrate the ‘small wins’. We acknowledge that we do not need to solve every challenge at once. Instead, we aim to maintain steady progress, learn from our experiences, and celebrate both our successes and lessons along the way.

Some notable achievements to date include:

- Our ICT department’s proactive efforts in addressing the rise of Artificial Intelligence and strengthening MDAS’s cyber resilience and security posture.
- The Assets team’s continued work towards the implementation of a more efficient and integrated fleet tracking system.
- Our Media team’s production of our 2024 Annual Report, commended for its polished, yet accessible style. This can be contributed to the carefully shaped language to ensure clarity for readers of all literacy levels.
- The Quality and Governance team’s dedication in securing QIC, RACGP, and AGPAL accreditation.

As we continue to move forward, our teams remain committed to achieving our goals and celebrating milestones along the way. A major ongoing objective remains our pursuit of becoming a registered housing provider that will function as a key initiative that will support a more holistic, organisation-wide approach to addressing the housing crisis.

Finally, we want to take a moment to acknowledge and celebrate the hard work of our staff and community. Every achievement, big or small, reflects our collective effort and commitment to making a difference.

Assets

Our Assets team has been focused on strengthening internal structures and maintaining best practices.

A major focus for the team has been the continued work towards centralising our fleet system. This initiative will enable us to better allocate resources across the organisation, reduce costs, and minimise our environmental footprint. Ultimately, it will streamline access and usability of our fleet system, making it easier for all departments to take full advantage of this centralised approach.

Another significant area where the Assets team has made valuable contributions is through its collaboration with *Public Realm Lab*. Together, they are developing our long-term Masterplan to shape infrastructure development over the next decade.

This process has included several community consultations to ensure the voices and needs of our community are reflected in the future design of our shared spaces. More consultations will take place over time to ensure we remain aligned with the community's evolving expectations and continue delivering services that reflect their needs.

The team has also been actively building and maintaining strong relationships—both internally and externally—to support our broader organisational mission. This includes close collaboration with other departments to address the housing crisis and improve asset access and workflow across teams. We are stronger, when we work together.

While the team has achieved many successes, there have also been challenges, particularly around staffing. The scale of our projects requires a highly capable workforce, and resourcing remains an area we aim to



PRL Consultation at Community Christmas Party 2024

address in the coming financial year. Plans are underway to recruit qualified professionals, and we are also exploring the possibility of onboarding a trainee to support the team's future growth.

In the meantime, we've invested in developing our current staff, ensuring they feel confident and skilled in their roles. Two team members have recently undertaken asset management training, with further training opportunities planned to continue building our team's capabilities.

Finally, our team has worked closely with our Grants Officers to ensure we are fully leveraging available funding opportunities. This will help us continue delivering valuable services and support to our community, both now and into the future.



Quality and Governance

17

Comments & Compliments

24

Incidents of Complaints



This year, our focus has been on strengthening organisational and clinical governance to ensure safe, high-quality, and culturally respectful care for our communities.

A major milestone was going through our 3-year reaccreditation process for all our accreditations, including two AGPAL & RACGP accreditations for the Mildura and Swan Hill Health Clinics, and the QIP QIC accreditation. We thank our staff in supporting the Quality & Governance team through these accreditations, which has been the result of a full year of dedicated work.

Following these achievements, we are reviewing and updating all policies and procedures to ensure they are fit for purpose and provide staff with clear, consistent, and culturally appropriate processes.

Additionally, we have strengthened client incident management by moving all DFFH client incident investigations and case reviews under the Quality & Governance team to apply a strong risk and quality lens across service delivery.

Much of this work has focused on streamlining our internal processes. While this work has required and will continue to require, a significant investment of time, we believe the long-term benefits to our community will be substantial.

We have also identified the need to establish several new roles to alleviate pressure from existing positions and functions. Recruiting for these roles will be a major focus as we look to strengthen the core of our team and enhance our overall capacity.

Another priority area has been improving the quality of our data and reporting. We are committed to using all forms of feedback – whether compliments, complaints, or general input to inform, shape and refine the services we deliver. This approach supports our organisation holistically and guides how we deliver and interact with our community into the future.

In reviewing our internal processes, we identified a gap in the transfer of knowledge from key staff to documented systems, especially when critical team members are on leave or unavailable. As a result, we are implementing better ways to capture and record this information to ensure continuity and uphold best practices across the entirety of our organisation.

Our commitment to governance has been further supported through external engagements. A highlight was a visit to our Mildura site by Jonathan Kaplan from the Social Services Regulator's Office. Jonathan plays a pivotal role in ensuring services across the sector meet the highest standards of quality, safety, and compliance.

His visit provided a valuable opportunity for open dialogue, sharing of best practices, and a chance to highlight the work we are doing to support our community. Insights gained from such visits help inform and improve our future practices. Engaging early and openly with the Regulator has strengthened mutual understanding and reinforced our commitment to culturally safe, high-quality care.



MDAS staff with Jonathan Kaplan

Information Communication Technology

Our ICT team has been busier than ever during the financial year. From strengthening our cybersecurity posture to enhancing the user experience for staff, our efforts have remained focused on enabling smooth, efficient, and uninterrupted day-to-day operations.

We made significant progress in fortifying our cybersecurity capabilities during the financial year, keeping pace with rapidly evolving technologies and emerging threats. This included partnering with several trusted third-party providers to conduct comprehensive Penetration Testing and an Essential Eight assessment. These assessments simulated real-world breach/attack scenarios, both internal and external to rigorously test the resilience of our systems and ensure they are well-defended against potential real world attacks.

These evaluations were highly valuable in identifying where our current systems exceed industry standards, meet expectations, and where improvements are necessary to reduce future vulnerabilities. Conducting these tests regularly will ensure our systems remain secure, effectively managed, and up to date to combat emerging threats. This includes our implementation of the Arctic Wolf Managed Detection Response platform to enable 24/7 visibility on threats in our cyber space.

We are also proud of the strong relationship our ICT department has built with staff across the organisation. In a recent staff survey conducted during the financial year, 87% of respondents expressed confidence in the skills and knowledge of our ICT team. Staff also shared high levels of trust in the

department's ability to address issues promptly and efficiently, which reinforces our commitment to service excellence.

This year, the team has also been heavily involved in the replacement and upgrade of ageing systems and applications. These initiatives are part of our commitment to continuous improvement and forward planning, especially in preparation for the end of support for Windows 10 later this year. While such upgrades are routine, they also represent a move towards more modern, reliable systems, thus in turn, empowering our staff to better serve our community.

As part of this broader upgrade strategy, the team has also replaced outdated switches and wireless access points across all sites, ensuring faster and more stable connectivity. In addition, we are in the process of deploying a new fleet of printers designed to offer improved performance and reliability, further supporting the efficiency of day-to-day operations.

Looking ahead, our ICT team remains committed to staying at the forefront of technological advancements. Our goal is to continue enabling a seamless, disruption-free work environment for our teams and supporting the achievement of our broader mission and organisational goals, together.



Media

Over the past year, our Media Team has played a critical role in showcasing our organisation's achievements, promoting community engagement, and supporting internal and external communications.

A key milestone for our team was the production of the MDAS 2024 Annual Report, which received positive feedback for its professional presentation while remaining accessible and inclusive. Particular attention was paid to the language used to ensure it was appropriate for community members with varying literacy levels.

Our social media presence has continued to grow significantly, with our Facebook content alone having between 1.2 - 1.3 million organic views during the financial year. As well as our newly established TikTok already amassing 120,000 organic views. TikTok engagement has grown steadily, with strong staff participation driving reach and connection with younger audiences.

During the financial year, the team completed approximately 450 projects. This encompassed such things as creating flyers, brochures, social media posts, media releases, photography and videography requests and so much more. Our focus on celebrating community successes and achievements online has helped strengthen visibility and pride across our network.

The Media Team have also worked closely with our Health Promotions team to deliver timely and accurate health messaging. Including, collaborating with external stakeholders and local organisations to co-develop media content for shared events such as promotional materials. This includes the development of merchandise across our departments, which has been well received and supported.

We have made it a priority to highlight the valuable work of other teams across the organisation, often working reactively to support them in sharing their success stories with the broader community. We've supported numerous events throughout the year, providing photography and videography services to enhance visibility and engagement.

Additionally, the team managed public relations matters with professionalism, ensuring the organisation's reputation remained strong.

Finally, the team contributed to the organisation's master planning with *Public Realm Lab* and was consistently recognised for the high quality of content produced, which has received praise from both community members and partner organisations.

On behalf of the Media team, we would also like to shoutout our community for always being so willing to jump in a photo, video, or whatever we may be asking for. We always are, and always will be, so appreciative of our community for allowing us to capture those special moments.



The background features a central sunburst-like graphic with concentric circles in orange, teal, and grey. From this center, numerous wavy lines in orange and teal radiate outwards, each ending in a small circular motif with concentric rings. The background is composed of large, flowing, organic shapes in shades of grey, orange, and teal.

Business, Events and Innovation

Overview

During the financial year, we established a new area within our organisation focused on strengthening client-facing services and deepening our connection with our community.

This involved restructuring and redefining services to better support both our team and the community we serve. Our goal is clear to ensure every project, idea, and initiative delivers meaningful, positive outcomes for our community.

By dedicating a specific area to this work, we are able to plan more strategically and ensure our services respond directly to our community needs. Whether securing new funding, enhancing operational practices, or creating empowering spaces, this structure is centered on impactful results.

Leading this area is Andrew Arden, a proud Latji Latji and Gunditjmara man. Andrew recently completed a Master of Indigenous Business and Leadership at Monash University, bringing extensive knowledge and passion to his role. His studies in business analysis, people management, Indigenous strategy, and cultural practices have enriched our organisation with fresh perspectives on service delivery and fundraising. Andrew encourages the team to “not be afraid to challenge yourself,” demonstrating through his own achievements the power of self-determination and perseverance.



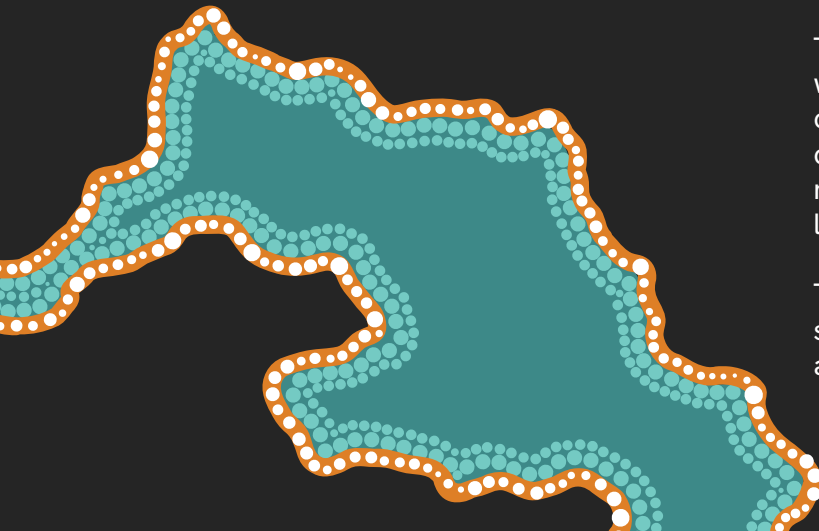
A highlight for Andrew was a month-long visit to Canada during his studies, where he observed how First Nations communities there manage services, generate income, and support their community. This experience highlighted alternative approaches to reducing reliance on fluctuating government funding and inspired ideas adaptable for our own community.

In April, we renewed our focus on our grant applications, aiming to empower managers and staff to confidently identify and seek out their own proposals. This shift allows us to dedicate more time to crafting strong applications, improving turnaround times, and increasing funding success.

Understanding that learning styles vary, our planning emphasises providing real tools and autonomy to the community, fostering environments where people can drive the changes they want to see. Taking a holistic approach across our organisation, recognising how improvements in one area can benefit the whole.

This marks a new and exciting chapter. While we continue to rely on external funding, we are committed to building self-sufficiency, with our community playing a central role in supporting our members. We are actively exploring new ideas and look forward to seeing these take shape.

Though challenges remain, we recognise our strength and leadership in forging the path ahead and welcome our upcoming challenges.



Café



Our Café has continued to turn up the heat in the kitchen, enjoying another busy and successful financial year.

The team has had an action-packed year, ensuring our mob leave happy and smiling after a hearty meal and a hot cuppa. While our in-house cafés at our Mildura and Swan Hill sites have remained steady, our external catering services have grown significantly.

We have proudly partnered with local organisations such as *Intereach* and *SuniTAFE*, providing high-quality catering for a wide range of events. These have included several Reconciliation Action Plan launches, the NAIDOC Youth Ball, National Reconciliation Week, and many other community celebrations.

Our venues have also welcomed a variety of external organisations to host sessions, with our catering enhancing their experience. This year, we were pleased to host groups including *Djirra*, *Aboriginal Housing Victoria*, *Legal Aid Victoria*, *VACHHO*, and others.

Beyond external events, our kitchen and catering team have

supported activities across our organisation, lending a hand wherever needed. This has included the Biggest Morning Tea, Suicide Awareness Day, and events run by our SEWB and Health Promotion teams.

A particular highlight of the year was catering for our NAIDOC celebrations. The team was able to serve over 200 community members at our Flag Raising event, followed by a further 500 at our NAIDOC Family Fun Day. Feedback from our community praised the catering options and food availability, recognising the team's effort and attention to detail.

Our Swan Hill Café launch was also warmly welcomed by the local community. However, staffing challenges have made it difficult to keep this service running at its full potential, an issue also experienced at our Mildura site.

Despite these challenges, the team has continued to work tirelessly to keep our mob well-fed, happy, and satisfied with quality meals.

We were also pleased to secure additional funding this year to enhance and expand our

existing café areas. This investment will allow us to upgrade facilities and create further job and hospitality training opportunities for our community.

Looking ahead, the team is excited for the next 12 months. A determined strive in continuing to hone their skills, grow our services, and welcome you to our café soon.



Aboriginal Culture and Community Engagement

Following on from our last Annual Report, our Aboriginal Culture and Community Engagement team has continued its mission to keep culture strong and alive within our community and region.

This year has been defined by connection, education, and the sharing of stories. Ensuring that both Indigenous and non-Indigenous community members have the opportunity to understand, respect, and celebrate Aboriginal culture.

A major focus has been on educating the community from school students to aged care residents through storytelling, cultural demonstrations, and hands-on activities. These have included boomerang throwing, traditional painting, making Johnny cakes and understanding the principles of LORE. These activities are not only engaging, but also vital in preserving traditional knowledge, Dreamtime stories and historical truths.

The team has worked closely with schools, local organisations, and community partners to continue to work towards the Closing the Gap (CTG) goals, while also building strong relationships through cultural events, awareness training, and shared projects. The team has also been providing cultural safety training to staff through inductions.

Partnerships have been central to this success. Through collaboration with other organisations and active participation in the Cultural Significance Event Committee, we have ensured all MDAS sites remain connected in their efforts. These partnerships, coupled with strong community engagement, have led to an uplift in community members accessing our services, as trust and awareness grow.

Sometimes, cultural support is simply about having a yarn, being present, and letting community know they are supported where they need. This approach has been especially important in keeping children connected to

culture and providing a safe, welcoming space where they can feel comfortable, share their stories, and find strength. Our work with the DFFH has further ensured that children in our programs remain safe and culturally grounded, with the reassurance that “tomorrow is a different day”.

A significant amount of work has also taken place behind the scenes by the team to ensure the successful delivery of several events throughout the year, including our NAIDOC celebrations, OCHRE Ribbon event, Community Christmas Parties, and fortnightly group sessions.

Throughout the year, the team has stayed consistent and committed, thriving together while supporting other MDAS staff and programs. By reflecting on the past, we shape a stronger future one where culture is celebrated, barriers are broken down, and the whole community can stand together in harmony.



The background of the page is a complex, abstract pattern. It features a central sunburst-like motif with concentric circles in shades of orange, teal, and grey. From this center, numerous wavy, organic lines radiate outwards, creating a sense of movement and flow. These lines are primarily in shades of orange and teal, with some grey accents. The overall effect is a vibrant, textured, and somewhat ethereal design.

Directors' Report

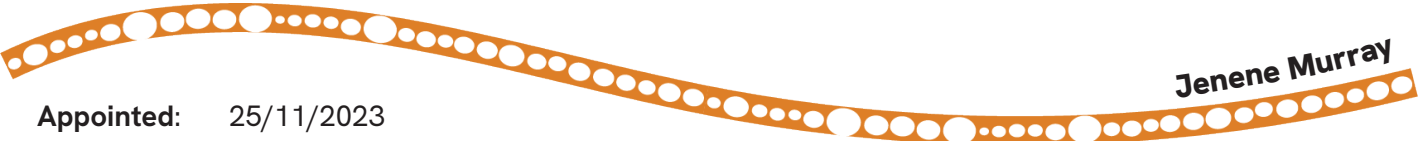
Directors’ Report

for the year ended 30th June 2025

The Directors present their report, together with the financial statements of the consolidated entity (“Group”) being Mallee District Aboriginal Services Limited (The Company) and its Controlled entity; MDAS Limited for the financial year ended 30th June 2025.

Board of Directors

The following persons were board members of Mallee District Aboriginal Services Limited during the whole of the financial year up to the date of this report, unless otherwise stated.



Appointed: 25/11/2023
Title: Non-Executive Board Director (Chairperson)

Jenene Murray



Appointed: 30/11/2024
Title: Non-Executive Board Director (Deputy Chair)

Kathy Potter



Appointed: 25/11/2023
Title: Non-Executive Board Director

Jemmes Handy



Appointed: 30/11/2024
Title: Non-Executive Board Director

Mark Morgan



Appointed: 30/11/2024
Title: Non-Executive Board Director

Steve Portelli



Appointed: 30/11/2024
Title: Non-Executive Board Director

Stephanie Charles



Appointed: 30/11/2024
Title: Non-Executive Board Director

Cleonie Quayle

Former Board Directors

The following persons were board members of Mallee District Aboriginal Services Limited for part of the financial year, unless otherwise stated.

Thelma Chilly

Appointed: 15/06/2021
Title: Non Executive Board Director (from Nov 2023)
Ceased: 30/11/2024

Rita Simmons

Appointed: 17/12/2022
Title: Non Executive Board Director
Ceased: 29/10/2024

Marcus Horwood

Appointed: 17/12/2022
Title: Non Executive Board Director
Ceased: 25/07/2024



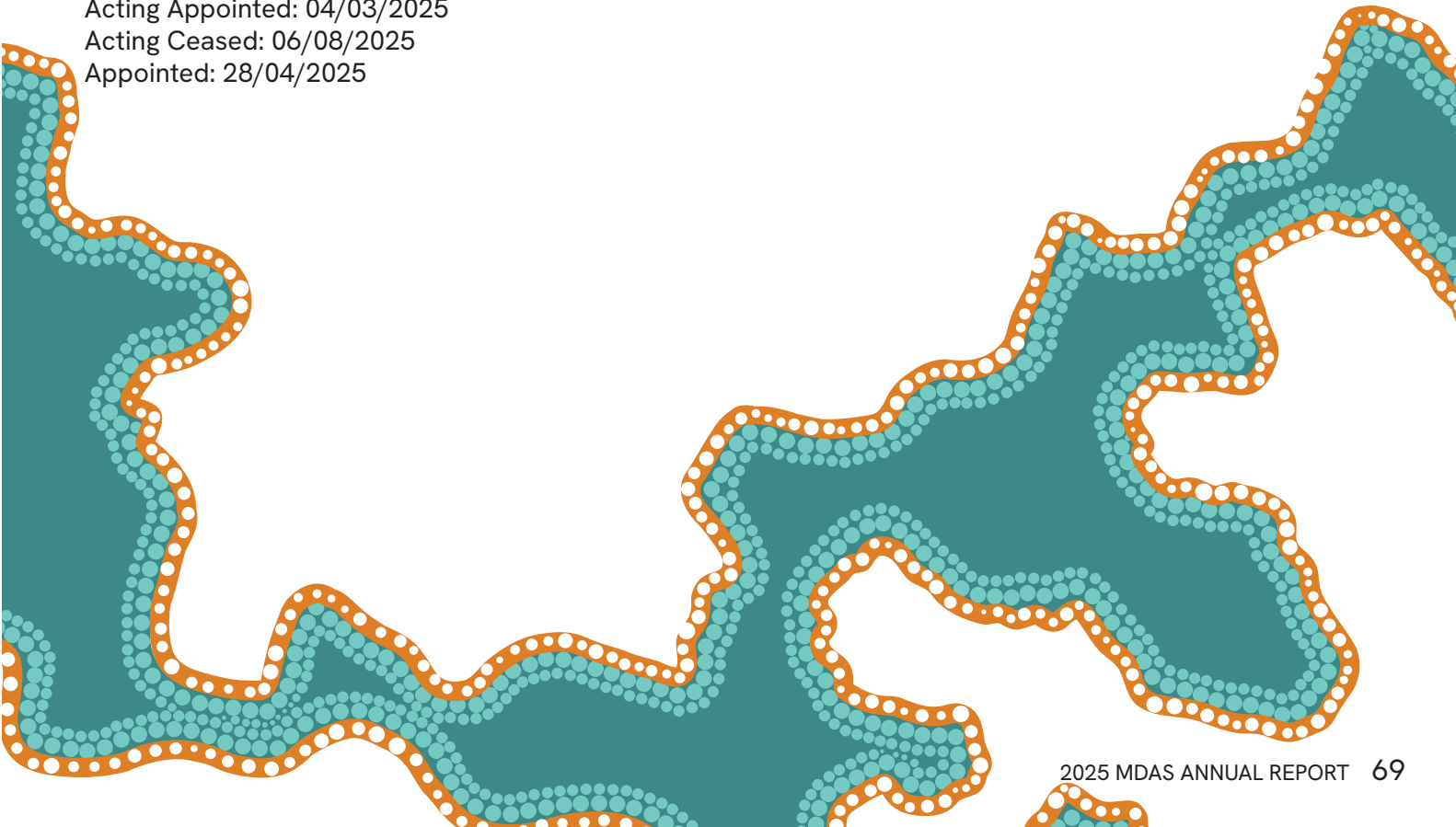
Company Secretary

Ian Jamieson

Appointed: 06/08/2024
Ceased: 28/04/2025

Jane MacAllister

Acting Appointed: 04/03/2025
Acting Ceased: 06/08/2025
Appointed: 28/04/2025



Directors' Report

Director Meetings

During the financial year, 15 board of director meetings held. Attendance by each director were as follows:

Director	Board meetings		Finance, Audit & Risk Committee		Quality & Governance Committee	
	Eligible	Attended	Eligible	Attended	Eligible	Attended
Jenene Murray	15	15	7	6	4	3
Kathy Potter	8	7	2	1	2	-
Jemmes Handy	15	14	11	2	-	-
Mark Morgan	15	10	-	-	7	2
Steve Portelli	15	14	4	1	7	5
Stephanie Charles	8	6	7	1	-	-
Cleonie Quayle	8	8	-	-	4	4
Marcus Horwood	1	-	2	1	-	-
Rita Simmons	4	2	4	1	4	1
Thelma Chilly	7	7	-	-	-	-

During the financial year, the board of directors were offered and invited to attend the following forums and training. Eligibility and attendance by each director were as follows:

Y - Eligible/ Attended

N - Eligible but not attended

N/A - Not Applicable

Director	AICD Foundations of Directorship training- June 2024		Governance & Psychosocial Hazards training - June 2025		Members' Forums		
	Eligible	Attended	Eligible	Attended	Aug	Mar	Apr
Jenene Murray	Y	Y	Y	Y	Y	Y	Y
Kathy Potter	N/A	N/A	Y	Y	N/A	Y	Y
Jemmes Handy	Y	N	Y	N	Y	Y	Y
Mark Morgan	Y	N	Y	N	Y	Y	Y
Steve Portelli	Y	Y	Y	Y	N	N	Y
Stephanie Charles	N/A	N/A	Y	N	N/A	Y	Y
Cleonie Quayle	N/A	N/A	Y	Y	N/A	Y	Y
Marcus Horwood	Y	Y	N/A	N/A	N/A	N/A	N/A
Rita Simmons	Y	Y	N/A	N/A	N	N/A	N/A
Thelma Chilly	Y	Y	N/A	N/A	Y	N/A	N/A

Principal activities

The principal activities of the entity during the financial year were to promote Aboriginal health, wellbeing, culture and economic prosperity through delivery of housing, health, family and communication services to clients in Mildura, Swan Hill, Kerang and Robinvale. Services are targeted to address areas of need created through social disadvantages, drug and alcohol misuse, sickness, disability, family violence, youth suicide, homelessness, teen pregnancy, low level of childhood wellbeing, unemployment, disengagement with the education system and high levels of involvement with the criminal justice system.

There has been no significant changes in the nature of these activities during the year.

Review of Operations

Consolidated	
2025	2024
\$	\$
309,607	(1,205,202)

The surplus/(deficit) to the company for the financial year was:

Significant changes in the current state of affairs

There were no significant changes in the state of affairs of the company that occurred during the financial year, other than those referred to elsewhere in this report.

Events subsequent to the end of the reporting period

There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of the company, the results of those operations or the state of affairs of the company, in future years.

Environmental regulation

The company is not subject to any significant environmental regulation under a law of the Commonwealth or of a state or territory.

Indemnifying of officers

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the company.

Proceedings on behalf of the company

No person has applied for leave of Court or to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not a party to any such proceedings during the year.

Contributions on winding up

The entity is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of \$1 each towards meeting any outstanding obligations of the entity. At 30 June 2025, the total amount that members of the entity are liable to contribute if the entity is wound up is \$353 (2024:\$317).

Auditor's independence declaration

A copy of the Auditor's Independence Declaration as required under section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, for the year ended 30 June 2025, has been received and can be found on page 73 of this financial report.



Jenene Murray
Board Chair

27 October 2025

Finances





41A Breen Street
Bendigo, Victoria
PO Box 448, Bendigo, VIC, 3552

Ph: (03) 4435 3550
admin@rsdaudit.com.au
www.rsdaudit.com.au

Auditor's Independence Declaration under Section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* to the Directors of Mallee District Aboriginal Services Limited

In accordance with Subdivision 60-C of the *Australian Charities and Not-for-profits Commission Act 2012*, as the auditor of Mallee District Aboriginal Services Limited for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there has been no contraventions of:

- (i) the Auditor independence requirements of the *Australian Charities and Not for Profits Commission Act 2012* in relation to the audit; and
- (ii) Any applicable code of professional conduct in relation to the audit.

RSD Audit
Chartered Accountants

A handwritten signature in blue ink, appearing to be 'JP' or similar, written in a cursive style.

Josh Porker
Principal

Dated 29 October 2025 at Mildura, Victoria.

Financial Report, Year Ended 30 June 2025

Mallee District Aboriginal Services Limited
Consolidated statement of profit or loss and other comprehensive income
For the year ended 30 June 2025



	Note	Consolidated 2025 \$	2024 \$
Revenue	2	37,060,273	32,820,939
Other income	3	3,444,242	3,783,907
Expenses			
Employee benefits expense		(25,393,639)	(23,294,670)
Client costs and program development/delivery expense		(6,441,484)	(7,525,792)
Depreciation and amortisation expense		(1,103,831)	(969,621)
Finance costs		(11,586)	(4,580)
Motor vehicle expense		(667,285)	(562,370)
Occupancy costs		(1,685,165)	(1,486,138)
IT costs		(1,022,830)	(673,853)
Travel costs		(510,863)	(613,888)
Grant returns		(182,131)	-
Repairs and maintenance		(959,814)	(943,867)
Other expenses		(2,216,280)	(1,735,269)
Surplus/(deficit) for the year attributable to the members of Mallee District Aboriginal Services Limited		309,607	(1,205,202)
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Gain on the revaluation of land and buildings		-	8,081,772
Gain/(loss) on the revaluation of water entitlements		222,553	(159,005)
Other comprehensive income for the year		222,553	7,922,767
Total comprehensive income for the year attributable to the members of Mallee District Aboriginal Services Limited		532,160	6,717,565

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Financial Report, Year Ended 30 June 2025

Mallee District Aboriginal Services Limited
Consolidated statement of financial position
As at 30 June 2025



	Consolidated	
	2025	2024
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	13,094,800	14,019,018
Trade and other receivables	730,270	1,383,982
Financial assets	12,647,465	12,042,246
Other assets	255,379	129,781
Total current assets	26,727,914	27,575,027
Non-current assets		
Property, plant and equipment	34,473,531	35,292,596
Right-of-use assets	941,561	520,983
Intangibles	1,624,863	1,402,310
Total non-current assets	37,039,955	37,215,889
Total assets	63,767,869	64,790,916
Liabilities		
Current liabilities		
Trade and other payables	1,570,263	2,300,442
Employee benefits	1,753,359	1,475,263
Contract liabilities	7,483,900	9,019,460
Lease liabilities	414,360	223,347
Total current liabilities	11,221,882	13,018,512
Non-current liabilities		
Employee benefits	110,274	83,021
Lease liabilities	513,711	299,541
Total non-current liabilities	623,985	382,562
Total liabilities	11,845,867	13,401,074
Net assets	51,922,002	51,389,842
Equity		
Reserves	14,917,287	14,694,734
Retained earnings	37,004,715	36,695,108
Total equity	51,922,002	51,389,842

The above consolidated statement of financial position should be read in conjunction with the accompanying notes

Financial Report, Year Ended 30 June 2025

Mallee District Aboriginal Services Limited
Consolidated statement of changes in equity
For the year ended 30 June 2025



Consolidated	Property revaluation reserve \$	Water revaluation reserve \$	Retained earnings \$	Total equity \$
Balance at 1 July 2023	5,249,681	1,304,009	38,118,587	44,672,277
Deficit for the year	-	-	(1,205,202)	(1,205,202)
Other comprehensive income for the year	8,081,772	(159,005)	-	7,922,767
Total comprehensive income for the year	8,081,772	(159,005)	(1,205,202)	6,717,565
Transfer to/from retained earnings	218,277	-	(218,277)	-
Balance at 30 June 2024	13,549,730	1,145,004	36,695,108	51,389,842

Consolidated	Property revaluation reserve \$	Water revaluation reserve \$	Retained earnings \$	Total equity \$
Balance at 1 July 2024	13,549,730	1,145,004	36,695,108	51,389,842
Surplus for the year	-	-	309,607	309,607
Other comprehensive income for the year	-	222,553	-	222,553
Total comprehensive income for the year	-	222,553	309,607	532,160
Balance at 30 June 2025	13,549,730	1,367,557	37,004,715	51,922,002

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes

Financial Report, Year Ended 30 June 2025

Mallee District Aboriginal Services Limited
Consolidated statement of cash flows
For the year ended 30 June 2025



	Consolidated	
	2025	2024
	\$	\$
Cash flows from operating activities		
Receipts from grant income (inclusive of GST)	39,257,244	34,007,488
Payments to suppliers and employees (inclusive of GST)	(42,711,031)	(36,266,639)
Interest received	609,421	448,027
Other revenue	3,261,521	3,033,412
Interest and other finance costs paid	(11,586)	(4,580)
Net cash provided by operating activities	405,569	1,217,708
Cash flows from investing activities		
Investment in term deposits	(605,219)	(2,042,246)
Payments for property, plant and equipment	(310,400)	(620,188)
Proceeds from disposal of investments	-	1,210,623
Proceeds from disposal of property, plant and equipment	11,105	1,610,924
Net cash provided by/(used in) investing activities	(904,514)	159,113
Cash flows from financing activities		
Repayment of lease liabilities	(425,273)	(370,999)
Net cash used in financing activities	(425,273)	(370,999)
Net increase/(decrease) in cash and cash equivalents	(924,218)	1,005,822
Cash and cash equivalents at the beginning of the financial year	14,019,018	13,013,196
Cash and cash equivalents at the end of the financial year	13,094,800	14,019,018

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes

Mallee District Aboriginal Services Limited
Notes to the consolidated financial statements
30 June 2025



Note 1. Basis of preparation

The concise financial report is an extract for the full financial report for the year ended 30 June 2025 for Mallee District Aboriginal Services Limited as a consolidated entity, consisting of the company and its wholly owned subsidiary, MDAS Limited.

The principal accounting policies adopted in the preparation of the financial statements have been consistently applied to all the years presented, unless otherwise stated.

Mallee District Aboriginal Services Limited is a company limited by guarantee that is incorporated and domiciled in Australia.

Functional and presentation currency

These financial statements are presented in Australian dollars, which is the company's functional currency.

Dividends

The constitution specifically prohibits the payment of any dividends to any members.

Income tax

As the company is a tax exempt institution in terms of subsection 50-10 of the *Income Tax Assessment Act 1997*, as amended, it is exempt from paying income tax.

Economic dependence

The company is dependent on the Commonwealth and State Government for the majority of its revenue used to operate in business. At the date of this report, the Board of Directors has no reason to believe those Governments will not continue to support the company.

Note 2. Revenue

	Consolidated	
	2025	2024
	\$	\$
<i>Revenue from contracts with customers</i>		
Grant revenue with sufficiently specific obligations	14,959,620	11,729,021
<i>Other sources of income</i>		
Grant income without sufficiently specific obligations	21,662,848	20,657,164
Rental income	437,805	434,754
	22,100,653	21,091,918
Revenue	37,060,273	32,820,939

Mallee District Aboriginal Services Limited
Notes to the consolidated financial statements
30 June 2025



Note 3. Other income

	Consolidated	
	2025	2024
	\$	\$
Rebates and refunds	1,748,311	1,394,838
Reimbursements income	816,737	926,232
Farm income	37,956	37,956
Sale of temporary water	80,525	30,000
Interest income	609,421	458,245
Dividend income	-	21,936
Unrealised gain on investments	-	119,854
Other income	140,187	206,083
Net gain on disposal of property, plant and equipment	11,105	588,763
Other income	3,444,242	3,783,907

Note 4. Contingent liabilities and assets

Contingent liabilities

Mallee District Aboriginal Services Limited is a participating entity in the National Redress Scheme, of which the company is aware of existing claims made under this scheme. At the date of this report the outcome of these claims is uncertain, and management has not included an estimation for any potential impact on the financial statements.

Contingent assets

Doompah Pty Ltd and Doompah Investments Pty Ltd currently control two properties, 9 Delamere Court, Merbein and 30 Avoca Street, Dareton. Mallee District Aboriginal Services Limited is currently deriving rental income from these properties. These properties were originally owned by Mallee District Aboriginal Services Limited and were transferred to the Warrakoo Aboriginal Assistance Trust several years ago to be used as security on loans. The titles for the two properties are registered in the name of the corporate trustees (Doompah Pty Ltd and Doompah Investment Pty Ltd) of the trust. The trust has since ceased all operations and trading activities and both corporate trustees have been deregistered.

As the titles of both properties were not transferred back to the Mallee District Aboriginal Services Limited prior to deregistration, the assets now rest with ASIC.

The company's legal representative is currently working with ASIC to have the titles to both properties transferred to Mallee District Aboriginal Services Limited and the matter is ongoing.

Note 5. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Mallee District Aboriginal Services Limited
Directors' declaration
30 June 2025



The directors of Mallee District Aboriginal Services Limited declare that, in the directors opinion:

- The attached concise financial statements and notes are in compliance with AASB 1039: *Concise Financial Reports*.
- There are reasonable grounds to believe that Mallee District Aboriginal Services Limited will be able to pay its debts as and when they become due and payable.

The concise financial report is an extract from the full financial report for the year ended 30 June 2025. The financial statements and specific disclosures included in the concise financial report have been derived from the full financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of the company as the full financial report, which is available on request.

This declaration is made in accordance with a resolution of the Board of Directors


Jenene Murray
Board Chair

27 October 2025



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Bendigo, Victoria 3550
PO Box 448, Bendigo Victoria 3552

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MALLEE DISTRICT ABORIGINAL SERVICES LIMITED

Audit Opinion

We have audited the consolidated financial report of Mallee District Aboriginal Services Limited, which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors declaration.

In our opinion, the accompanying consolidated financial report of Mallee District Aboriginal Services Limited, is in accordance with Section 60 of the *Australian Charities and Non-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of the company's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards - Simplified Disclosure Requirements (including the Australian Accounting Interpretations) and the *Australian Charities and Non-for-profits Commission Regulation 2022*.

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 accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* 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.

Responsibilities of the Directors for the Financial Report

The directors 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 and the *Australian Charities and Non-for-profits Commission Act 2012* and for such internal control as the directors 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 directors 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 directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

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.

RSD Audit Pty Ltd
ABN 85 619 186 908

Liability limited by a scheme approved under Professional Standards Legislation



As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the board of director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Information Other than the Financial Report and Auditor's Report Thereon

The directors 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 2025, but does not include the financial report and our auditor's report thereon.

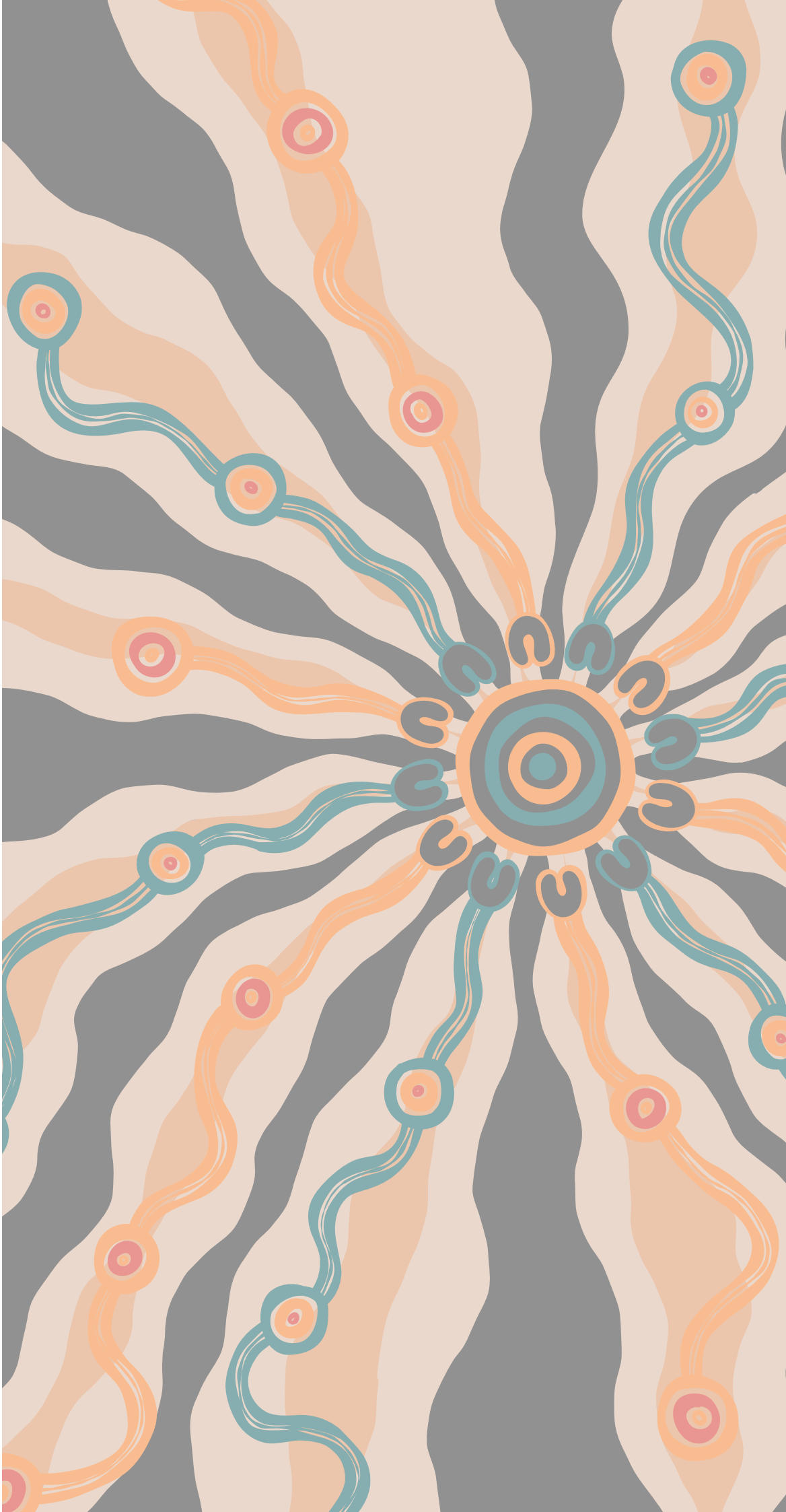
Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RSD Audit
Chartered Accountants

A blue ink signature, appearing to be 'JP', written in a cursive style.

Josh Porker
Principal

Dated 29 October 2025 at Mildura, Victoria.



Thank You

MDAS Staff

Thank you to our team of staff at MDAS for their dedication, resilience and commitment over the through the 2025 financial year. Heres to everything we've accomplished and all the great things to come.

Miranda Alassani	Rebecca Curphey	Ileesha Isailovic	Chantelle Miller
Abdullah Alenazi	Kelly Dart	Tamara Jackson	Stephen Millman
Katrina Allen	Jack Deale	Koedy James	Dustin Milner
Bonnie Andrews	Jody Dermody	Ian Jamieson	Caitlin Mitchell
Georgi Anil Jaicob	Kanaka Devineni	Georgina Johnson	Amelia Mitchell
Nicholas Annand	Harpreet Dhillon	Dewella Johnson	Kerrie Mitchell
Fabian Anthonimuthu	Doreen Diez	Joanna Johnson	Shannon Moiler
Nikiesha Appo Smythe	Robert Dini	Candice Johnson	Keina Moore
Chantelle Appoo	David Dodd	Diane Jones	Julia Morpeth
Andrew Arden	Corrine Dolenec	Kienan Jones	Travis Morvell
Conner Arif	Atalaya Douglas	Derik Jones	Teonie Muggeridge
Simranjeet Kaur Arora	Tiffany Douglas	Brodi Jones	Jo-Ann Murray
Trudie Ashelford	Karen Doyle	Nikolaos Kardoulas	Katrina Naden
Joseph Azzarelli	Vanessa Dyke	Sharni Karpany	Kiera Nagyidai
Lara Azzarelli	Crystal Edwards	Nathan Kelly	Natasha Nalder
Kimberley Bacon	Rayna Egan	Kaneesha Kelly	Maralea Nau
Ryan Bailey	Leilani Eggmolesse	Erin Kelly	Tina Neish
Bianka Bailey	Rinwalla Eggmolesse	Pettina Kelly	Laetitia Nelson
Taylah Baird	Dominic Eggmolesse-Smith	Daniel Kelly	Tahlia Newman
Lindsey Ball	Roslyn Evans	Demi Kelly	Josh Nichols
Rochelle Barry	Belinda Fanshaw	Jaeda Kelly-Carr	Marcus Nitschke
Demi Barton-Doolan	Corrinne Faulkhead	Siobhan Kempton-Roden	Mataala Niuatui
Gemma Bates	Pauline Fell	James Kennedy	Kristie Nixon
Natalie Bates	Aroha Fisher	Vera Kennedy	Kellie Nulty
Carly Batson	Steven Fumberger	Harold Kirby	Michelle O'Bree
Tani Beaumont	Krystal Gadsby	Elsa Kirby	Claire O'Connor-Johnson
Deborah Berg	Sarah Garlick	Crystal Kirby	Courtney O'Donnell
Aaron Best	Blake Gibbins-Pappin	Delureen Kirby	Jona Ovini
Ceciline Biles	Marissa Gilbert	Jake Kirby	Jasmine Page
Tina Blair	Samantha Gledhill	Vicki Klunyk	Jane Parker
Justine Bowden	Leo Gnanaraj	Julie Knight	Anand Patel
Steven Bowden	Matthew Goldsworthy	Rahshonn Knight	Manu Paul
Michelle Bowen	Amanda Goodall	Jan Koopmans	Sophie Payne
Terrance Brennan	Norma Gowers	Terrence Kuchel	Laura Pearce
Kristy Brims	Tiffany Griffin	Monique Lauder	Courtney Peterson
Natalie Brown	Jarrold Griffin	Jennifer Laurie	Simone Philp
Naomi Brown	Marie Griffiths	Reeanne Laurie	Anthony Pike
Donna Burnett	Mackayla Griffiths	Kim Lavery	Melissa Pippin
Ciahn Button	Chloe Griffiths	Justine Leeder	Frank Piscioneri
Jennifer Byrnes	Moeaki Halalova	Kira Leksas	Kacee Polglase-Hinckman
Kalkiri Bysouth	Kelly Haley	Joanne Lenton	Jackson Pollard
Reianne Carn	Maddison Haley-O'Bree	Kate Lewis	Brogan Power
Janine Carr	Brady Hall	Danielle Libchard	Lila Pupillo
Billie-Lee Carruthers	Nathan Hamence	Javana Liddicoat	Ivy Pyatt
Andrew Carson	Samuel Hampson	Allexandra Littore	Breanna Quick
Shayne Carter	Kirsty Hampton	Malinda Loats	Mehak Rajput
Latiesha Chaplin	Margaret Handy	Reyhan Lucas	Mou Rashid Bose
Madina Charles	Stephanie Harradine	Susan Lynch	Ashley Raskovic
Damien Charles	Roy Harris	Jane MacAllister	Rodney Ray
Alisha Charles	Zachary Harris	Eric Magoga	Jane Reid
Ethan Chilly	Jadan Havea	Natasha Makajil	Dannii Renkin-Kimpton
Joshua Chilly	Sekola Havili	Leon Mallia	Geoffrey Richards
Trent Chilly	Skye Hayden	Jonty Marciano	Nikita Richards
Robert James Chinnian	Margaret Hayes-Hampton	Skyla Marsh	Chloe Richards
Tessa Clark	Krystal Hedges	Tamara Marshall	Talia Richards
Sarah Clark	Melissa Hensgen	Lola Masasso	Imogyn Ritchie
Sidney Clarke	Rachel Hewitt	Kelly Maskell	Paul Roberts
Alison Clarke	Holly Highdale	Kylie Maynard	Michael Rolfe
Emma Clarke	Jody Hocking	Kenita-Lee McCartney	Kendall Russell
Wayne Coe	Dana Hollis	Pamela McCormack	Samuel Russell
Bronwyn Coe	Shelby Hooker	Leanne McDermott	Lincoln Russo
Tyra Coleman	Raymond Hunt	Anthony Mcdonald-Tipungwuti	Mekhi Scambler
Anthony Coluccio	Nathan Hura	Jacqueline Mcdowall	Sarah Schurr
Tam Connor	Jason Hura	Rachael McGann	Tegan Shiner
Maria Conroy	Zachary Hyde	Rhonda McInnes	Simone Shiner
Shelby Cooper	Megan Imms	Alex McWilliam	Deepa Shrestha
Danae Coote	Vita IN	Chelsea McWilliam	Aroha Shuttlesworth
Lorraine Cruse	Kumanan Indran	Natalie Mensforth	Una Faaiuga Siliako
Chris Curley	Anna Irons	Kara Merritt	Perlin Simon

Kira Singh
Cassandra Singh
Nadia Slinn
Gregory Sloan
Rexy Smith
Tanya Smith
Lakiyah Smith
Caroline Smith
Derek Smith
Julie Smith
Rachel Smith
Tegan Smith
Mandy Smith
Vikki Smythe
Adam Stainer
Tanisha Stevens
Paula Stevens
Sahra Summerfield
Kelly Taliloa
Fei Taliloa
Danica Taliloa
Lois Taylor
Danielle Taylor
Leanne Taylor
Alexandra Theodoulou
Remya Thomas
Wade Thompson
Amy Thompson
David Thomson
Monica Threadgold
Lori Tickell
Sharlee Towle
Cheyanne Trimble
Alesha Tucker
Vaasili Tuifao

Adi Tuqiri
Ebony Urquhart-Singh
Mincy Varghese
Elisha Vea
Brent Venning
Jessica Versteeg
Jasmine Versteeg
Milka Waithaka
Nicholas Wakefield
Leslie Warburton
Patricia Watson
Harold Webster
Toni Webster
Amanda Whitton
Kelly-Anne Williams
Justine Williams
Clifford Williams
David Williams
Rebecca Wilson
Kim Wilson
Kara Winters
Cazna Winters
Erica Wise
Raymond Wise
Clinton Woodforde
Alannah Woodhart
Ashton Wren
Angela Yates



Sponsors/ Partners

We are deeply grateful to our valued partners and supporters. Our goals would not be possible without your continued collaboration and support.

Australian College of Nursing
Berry Street
Bendigo Health
BMEET
Dardi Munwurro
Deadly Choices
Department of Families, Fairness and Housing
Department of Health
Department of Justice
Foodbank
Haven Home Safe
Head Space Mildura
Kerang District Health
Koori Justice Unit
Loddon Mallee Aboriginal Reference Group
Local Aboriginal Justice Advisory Corporation
Mildura Base Public Hospital
Mildura Rural City Council
Mallee Family Care
Mallee Sexual Assault Unit and Domestic Violence Service
Murray Primary Health Network
National Aboriginal Community Controlled Health Organisation

National Indigenous Australians Agency
NAATSIHWP
Northern District Community Health
The Orange Door
Regional Aboriginal Justice Advisory Committees
Secondbite
Sunraysia Community Health Services
Swan Hill Council
Swan Hill District Health
Victorian Aboriginal Child Care Agency
Victorian Aboriginal Community Controlled Health Organisation
Victorian Aboriginal Education Association Inc
Victorian Managed Insurance Authority
Victorian Responsible Gambling Foundation

CELEBRATING
50 YEARS

ALWAYS
WAS
ALWAYS
WILL BE



A heartfelt **thank you** to all the organisations, companies, and teams who supported us in organising and celebrating NAIDOC 2025. We truly value your contribution and look forward to collaborating again in the future.

Our Services

FAMILY & COMMUNITY SERVICES THERAPEUTIC SERVICES

Aboriginal Children Specialist Advice Support Service (ACSASS) (Swan Hill & Mildura)
Home Based Care (Complex and Intensive) (Swan Hill & Mildura)
Home Based Care Kinship First Supports (Swan Hill & Mildura)
Home Based Care Foster Care (Swan Hill)
Therapeutic Residential Care
Therapeutic Residential Case Management

CHILDREN & FAMILY SERVICES

Aboriginal Family Led Decision Making (AFLDM) (Swan Hill & Mildura)
ACCO Services (Swan Hill & Mildura)
Better Futures (Home Stretch) (Swan Hill & Mildura)
Cultural Support Planning (CSP)
Cultural and Advocacy Support (CAS)
Family Preservation Reunification Response Program (FPRR) (Swan Hill & Mildura)
Individual Child and Family Support (Swan Hill & Mildura)
Integrated Family Services (Swan Hill & Mildura)
Targeted Care Packages (TCP)

YOUTH SERVICES

Early School Leavers
Koori Night Patrol
Too Deadly Leaders
Youth Support Program
Youth Justice

HOUSING SUPPORT

Crisis Support
Aboriginal Tenant At Risk Of Eviction
Transitional Support

FAMILY VIOLENCE

Meminar Ngangg Gimba – Refuge
Meminar Ngangg Gimba – Outreach

Men's Behavioural Change Program (Swan Hill & Mildura)
Therapeutic Family Violence
Family Violence/ Sexual Assault

EARLY YEARS

About Tomorrow (Swan Hill)
Balert Gerrbik: Koori Families First Educators (Swan Hill & Mildura)
Bupup Balak Wayipungang (Wayipungitj) (Swan Hill & Mildura)
HIPPY (Home Interactive Program for Parents and Youngsters) (Mildura)
Koori Supported Playgroups (Swan Hill & Mildura)



HEALTH

AGED CARE AND DISABILITY

Commonwealth Home Support Programme (CHSP)
Elders Care Support Program
Aboriginal Disability Linkage
First Nations Healthy Aging
Home Care Support Program

CLINICAL SERVICES

GPs
Registered Nurses
Aboriginal Health Practitioners
Outreach Workers
Chronic Disease Management/ ITC
Maternal Child Health
Transport
Maternity Services (Swan Hill & Mildura)

Maternal and Child Health (Swan Hill & Mildura)
Connected Beginnings (Mildura)

SOCIAL AND EMOTIONAL WELLBEING

Koori Women's Diversion (Mildura)
Ngawingi Kiya Ngawingi (Mental Health Services) (Mildura)
Alcohol and other Drugs Treatment Services (Mildura Swan Hill/ Kerang)
Bringing them Home (Mildura/ Swan Hill/ Kerang)
First Nations Gambling Awareness Program (Mildura)
Local Justice Worker Program (Mildura/ Swan Hill)
Dual Diagnosis Model of Care (Mildura Youth 12-25) (Swan Hill Adult 16-65)
SEWB Mental Health Access (Swan Hill)
Clinical & Therapeutic Mental Health (Swan Hill)

Koori Men's Diversion (Mildura)
VACRO Re-Connect (Mildura)
Cultural Care Connect Suicide Prevention/Aftercare

SPECIALIST SERVICES

Drug And Alcohol Worker
Pharmacist
Psychologist
Maternal And Child Health Nurse
Podiatrist
Diabetes Education
Sexual Health Nurse
Paediatrician
Optometrist
Cardiologist
Audiologist
Physiotherapist
MDAS Health Program

CLINICS

Well Women's Clinic
Immunisation Clinic

TACKLING INDIGENOUS SMOKING (TIS)

