RUMBALARA
ABORIGINAL CO-OPERATIVE LTD.

ANNUAL REPORT

2022 - 2023

www.rumbalara.org.au

To our Aboriginal and/or Torres Strait Islander readers, we advise that this report may include photos, quotations and or names of people who are deceased.

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Tax concessions and fundraising

Public Benevolent Institution (PBI) and endorsed by the Australian Taxation Office as: A Deductible Gift Recipient (DGR); and an income tax exempt charity (holding concessions and exemptions relating to income goods and services and fringe benefits taxes). Fundraises throughout Australia and registered under fundraising legislation as required.

About this Annual Report

This Annual Report covers our activities and performances for the period of July 2022 - June 2023, our financial year. This report is one of the ways we seek to satisfy our accountability obligations to our community and stakeholders including our partners and supporters.

A copy of this report can be found on our website: **www.rumbalara.org.au**

We believe accountability is crucial for our sustainability and therefore, we demonstrate that we are worthy of the trust our community places in us.

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Alkina Edwards

My name is Alkina Edwards from my mother's side I am a very proud Yorta Yorta, Wemba Wemba, Mutthi Mutthi and Wiradjuri woman. From my fathers side I am a proud Bunjalung & Wakka Wakka Woman.

I am a Echuca Girl and have just recently moved to Shepparton with my Partner of 8 years Kailem Harrison.

I create Aboriginal art which highlights and reflects self expression, self-determination, identity, culture, family, community and love.

I have been creating art since I can remember. I have always loved sitting back and watching my family members draw, paint and talk about our cultural stories through their art. It always kept me strong in my identity, values and beliefs.

"Creating art is everything to me".

Art runs through my blood from both sides of my family. It is my forever dreaming and my identity. It helps me express myself, tell my truth, my stories and history.

Story of artwork

The circles represent each of Rumbalara's Values which include- Culture, Community, Connection, Family, Wellbeing and Health.

I have added 2 more circle symbols that also represent our birth to dreaming - which symbolises supporting, guiding and nurturing our mob from birth all the way until we enter our dreaming.

The background symbols represent our country- throughout the artwork you'll see symbols representing our Totem the Long Neck Turtle, symbols of Gatherings, Emus, Waters, Gum Leaves, Oven Mounds and Kangaroo tracks.

Pictured:
Amy Bryce-Singh & Shannon Firebrace - Rumbalara Elders Facility

About Us

Rumbalara Aboriginal Cooperative, meaning "Rainbow" in Yorta Yorta Language, is a leading health provider committed to community-controlled, holistic services.

Operated by our Aboriginal community, we follow the Aboriginal Community Controlled Health Organisation (ACCHO) model, offering comprehensive and culturally appropriate care through a locally elected Board of Management.

With a focus on flexibility and responsiveness, Rumbalara Aboriginal Cooperative goes beyond funded activities to ensure our community members receive the support they need.

Prioritising the overall wellbeing—social, emotional, physical, and cultural—of Aboriginal and Torres Strait Islander peoples, families, and communities, Rumbalara Aboriginal Cooperative plays a crucial role in uplifting and honouring Aboriginal & Torres Strait Islander peoples health & wellbeing.

Our Vision

We recognise our communities as being among the most resilient and vulnerable in the world. We also recognise and respect the cultural strengths of the individual, family and community by working in partnership with our stakeholders, and by striving to achieve an optimal quality and standard of life that encompasses individuals' physical, social, emotional, cultural needs and wellbeing.

Our Values

Rumbalara is the 'Heart of Community' - we value the wisdom and cultural strength of our Elders, the optimism and joy of infants, and the potential of teenagers and adults in creating a positive future while honouring and respecting the past.

Rumbalara is pleased to present its Annual Report for the 2022/2023 financial year.

We hope you will be informed by this report and we encourage you to celebrate our successes and our achievements, whilst gaining an appreciation for the challenges ahead.

Over the past year, we have been preparing for change as a result of government reforms. It has been exciting to watch our employees reach their goals through education and training opportunities, across all service areas.

Our History

Rumbalara has a long history.

Our journey started at Cummeragunja Mission Station in NSW. The poor living conditions, strict controls, inadequate provisions, and the separation of children imposed on our Aboriginal community, prompted Uncle Jack Patten and Uncle William Cooper to urge our people at Cummergunja to 'walk off'. They encouraged our people to find a place where we could freely practice traditional customs, language, and cultural traditions without the fear of persecution (sheppandgv, 2013).

In the 1930s, a significant number of our people relocated from the Mission to Mooroopna, which marked the first major Indigenous protest in Australia. The leaders of this protest, our respected Elders, persistently advocated for our community's rights and played a vital role in establishing Rumbalara.

In 1958, ten prefabricated concrete houses were constructed on the 'Blue Moon Estate' near Ardmona cannery, about a kilometre from Mooroopna. This settlement was part of the Welfare Board's 'New Deal' for Aboriginal people. The houses were quite small, only four squares, and were built at half the cost of other housing commission homes. While they had running water, a fuel copper for hot water, and electricity operated by a coin slot machine, they lacked a laundry and internal doors. (Broome, R. et al 2006).

Despite being an improvement over riverbank 'humpies,' they were still smaller and cheaper than typical Housing Commission homes, proving inadequate for most Aboriginal families. Design flaws and building defects soon became apparent, such as narrow internal doorways that couldn't accommodate standard furniture.

The houses were also not well-suited to extreme temperatures. Despite these challenges, our community had no alternative but Rumbalara.

Rumbalara's history is a story of triumph over hardship, a testament to the enduring strength and determination of our people.

Shadrack James (Left) with his students outside Cummergunja School NSW 1914 *(A.Jackomos Collection)*

Aunty Nora Charles - Mooroopna Flats

Rumbalara House Number 1

Historical Timeline

1939

The Cummeragunja Walk-Off

The Cummeragunja Walk-Off occurred in February 1939, from Cummergunja Mission NSW to Mooroopna VIC. This was the first Indigenous mass protest in Australia.

1939 Onwards

Floods

In the 1939 floods, around 300 community members residing on the river flats in Mooroopna, shifted to higher ground, specifically to Daish's Paddock.

1941

World War II

In 1941, some of our community members from Mooroopna and Ardmona district, served in World War II, Vietnam and Korea.

1954

Queen Elizabeth

On March 4th 1954, Queen Elizabeth II and Prince Philip made a visit to Shepparton/Mooroopna as part of the monarch's first visit to Australia.
Local authorities put up hessian bags across the causeway to keep our people 'hidden' from the Queen.

1957

Installation of Houses

In 1957, after confirming the unsuitability of our living conditions, the Aboriginal Welfare Board and Housing Commission took action. They installed ten concrete prefab houses, each with three small bedrooms and a basic living area, but without hot water or sewerage facilities.
During the same year, our 'Church of Christ' was established.

1958

Housing Project Launch

On 11 April 1958, the housing project at Rumbalara was officially opened by Arthur Rylah, Deputy Premier and Chief Secretary of Victoria.

1967

Progression

The 1967 Referendum aimed to amend two sections of the Constitution concerning Aboriginal and Torres Strait Islander peoples, marking a pivotal moment in our history.
Following this, in 1967, Rumbalara underwent significant improvements, with the addition of hot water and sewerage. The houses were expanded to include brick-built bathrooms, lavatories, and laundries. This period saw Rumbalara's transformation as transitional housing, aligning with the broader initiative to integrate our community into the wider society.

1969

Closure

By 1969, most local families had been re-housed. Rumbalara closed and remained so for five years.

1970

The Beginning of Rumbalara

In the early 1970s, the Goulburn Murray Aboriginal Co-operative resisted the leasing of Rumbalara to a youth group. After persistent efforts and pressure on government on all levels, Rumbalara secured a 'Peppercorn Lease.'
Following this, our Founding Elders opted to rename the cooperative to 'Rumbalara,' meaning End of the Rainbow. This name symbolised a vision of a brighter future and hope for our people.

1980

Rumbalara Incorporated

In 1980, Rumbalara Aboriginal Co-Operative achieved official incorporation.

1981

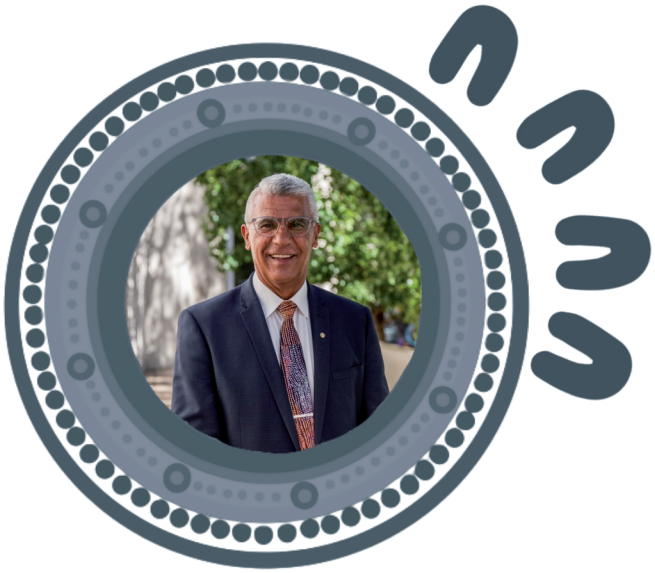
Medical Clinic

In 1981, the Medical Clinic was founded to address the pressing need for health services within our community. Since its inception, it has consistently delivered community-controlled health services, meeting the ongoing healthcare needs of our community.

2005

25 Years

In 2005, we celebrated 25 years of Rumbalara (Incorporated)



Chairperson Report

Greg James

It's been a year of reintegration for many of us coming out of Covid and the recent floods, which have had a devastating effect and impact on many of our community members in Shepparton, Mooroopna, and surrounding regions. The strength and tenacity of our organisation overcame these presented hurdles and continued to provide quality ongoing support programs to our community members during these difficult times.

Rumbalara Aboriginal Co-operative is continuing to expand its operations, and we are growing rapidly, gaining reputable recognition from stakeholders and associated partners both here in our state and at interstate levels as well. We have achieved many successful outcomes in the past 12 months, and this can only be accomplished by a team of committed people.

I would like to thank my fellow Board members for their efforts and contributions to the success of the organisation, our Chief Executive Officer Felicia Dean, the Rumbalara Executive team for their leadership and vision, and our wonderful and dedicated staff members.

I anticipate the organisation will continue to expand our operations and deliver support to our community members in line with our Strategic Plan and our forward planning to improve the overall success of Rumbalara Aboriginal Co-operative Ltd.

Greg James

Chairperson

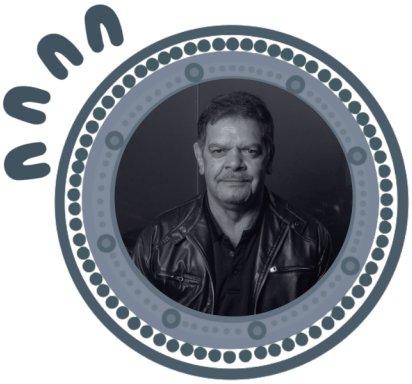
Board of Directors

Rumbalara has responsibilities as an organisation to adhere to a range of governance requirements under a governance framework, including: common, company and statute law; regulations; stakeholders and societal expectations.

Governance areas include (but are not limited to):

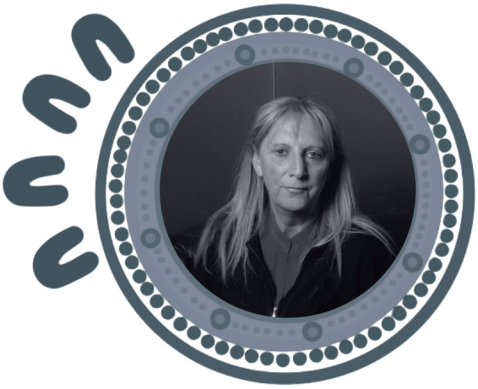
- Board Governance
- Cultural Governance
- Finance, Audit and Risk
- Quality and Compliance
- Clinical Governance

GREG JAMES
CHAIRMAN



ERIC EGAN
VICE CHAIRMAN

MAREE BARBANCE



CINDY MCGEE

SUZANNE NELSON

PAM PEDERSON

CEO Report

Felicia Dean

Once again, it's a pleasure to present our Annual Report for the Financial year 2022/2023.

I pass my sincere Condolences to all our families who lost loved ones during the past year. The passing of our loved Elders who had made significant foundational contributions to Rumbalara Aboriginal Co-operative, has been deeply felt and we take comfort knowing they are now in the 'Dreamtime' and free from pain and illness.

We will always continue to honour and remember them.

What an Exceptional year it has been, experiencing our 1st major Cyber attack, and the 1 in 100 years Floods within days of each other.

Both events had a significant impact on our Organisation, Community, and staff.

Cyber attacks were happening all around the country to many private and corporate businesses during 2022 and unfortunately, we were targeted as well.

Rumbalara immediately drew on resources and expertise support from DFFH, and VACCHO and undertook and extensive investigation to ensure there were "no data Breaches", which I confirm to the best of all reports analysed there were NO breaches, however, this was made so much more challenging as we experienced those terrible Floods at the same time.

"Looking back now at the time, I cannot speak highly enough of the Leadership from Rumbalara Executive team who all dug deep to ensure Community and Staff were supported during this time and our Organisation infrastructure was protected".

Since then, 2 major Aboriginal frameworks, are being developed including:

1. IT Framework operating
2. Emergency Management Framework

RAC continues to rebuild and strengthen its IT infrastructure and support these Families, and Individuals who lost their homes during the floods.

Our Board as part of their role reviewed Rumbalara's Strategic Plan. In doing this, it sets the base: Vision, Priorities and Values from which we plan our operations. This is self determination at its best and ensure our Aboriginal lens is across the work we do.

Please see the Strategic Plan 2023 – 2026 included in this report.

Executive Team
(Left to Right - Front Row) Mick Buckworth, Felicia Dean, Laurie Sevil.
(Left to Right - Back Row) Liz Latorre, Neil Maher, Kelli Bartlett, Graham Truham, Susan Williams & Aaron Chambers.

The Organisation continues to grow and succeed at all levels, even whilst being challenged by ongoing COVID outbreaks, cyber attacks, and floods. Staffing levels increase as do funding levels and we are seeing many new future development opportunities that will come to fruition in 2024 and beyond.

Whilst growth is great it does bring additional Governance and Compliance obligations and there are numerous Acts, Legislation, and Standards we must meet to deliver our daily operations.

In the past we have had poor systems to support this, however, we continue to invest in new modern systems that will support the important services we provide.
There have been many successes of Rumbalara during the past 12 months, please read the Service areas report to clearly see how much work has been and continues to be done.

Thank you to the Board members for their leadership and professional Governance roles, their voluntary dedication to RAC is significant.

Thank you to our Executive Team for their outstanding leadership during the past 12 months, during significant events that our Organisation has never experienced before and we continue to stand strong for our community.

I am honoured to work with all the staff at RAC, our staff continue to work hard, and showed a generous spirit to our mob.

I look forward to the Christmas break and wish everyone a safe and Merry Christmas.

Felicia Dean

Chief Executive Officer

Strategic Priorities | 2023 - 2026

CULTURE

Culture defines who we are, how we think, how we communicate, what we value and what is important to us

COMMUNITY

We develop ways and means to care for each other, to nurture the talents and leadership that enhance quality of life

HEALTH

We promote health in the community, preventing disease before it occurs and reducing harm to ensure long and meaningful lives

OUR CULTURE

Culture is embedded in everything we do

1.1 Embedding culture, healing and traditional practices in all our services, programs and activities

1.2 Maintaining a positive, safe and respectful organisational environment underpinned by cultural respect

1.3 Being recognised as leading experts in cultural practice and service models, determined and designed by Aboriginal people

1.4 Actively creating opportunities to engage Elders and young people, and exploring ways of connecting them to each other, the organisation and community

OUR RELATIONSHIPS

Hear the voice of, and empower, our community, and partner with others to achieve better outcomes for our community

2.1 Strengthening community connectedness through our services, gatherings, yarning and cultural events

2.2 Provide culturally safe opportunities for the voices of our members, community and staff to be heard

2.3 Raising the profile and building awareness about Rumbalara with members, community, staff and other stakeholders

2.4 Building and strengthening trusted partnerships with Aboriginal and non-Aboriginal organisations (including funders, philanthropics, universities, TAFE, RTOs, service providers and governments) for the betterment of our community

OUR TEAM

A proud, innovative and committed team working to achieve our vision and serve the community

3.1 Ensuring we have the highly skilled and qualified workforce needed to serve our community now and into the future

3.2 Implementing our Workforce Strategy, focusing on streamlining recruitment processes and a new induction program, new e-recruitment and payroll systems, and flexible work arrangements

3.3 Building our Aboriginal workforce and future leaders through training, development, mentoring and succession planning

3.4 Strong internal collaboration, positive leadership, good communication, staff wellbeing, and a culturally safe work environment

3.5 Being recognised as an 'employer of choice' offering a wide range of employment opportunities in health and wellbeing, housing, justice, agriculture, building and maintenance

WELLBEING

It is not just the physical wellbeing of the individual but the social, emotional, and cultural wellbeing of the whole community

FAMILY

Family provides the emotional strength and spirit for people who strive to maintain strong identity while adapting to change

CONNECTION

Through nurturing the spirit, the emotional and physical wellbeing and cultural identity of individuals and families

OUR BUSINESS

A healthy and thriving self-determining Aboriginal community with a bright future

4.1 Expanding the range of services we offer, to meet the needs of our growing community, in particular housing options, a residential healing farm, and prevention and early intervention programs

4.2 Reviewing and redeveloping our service models to ensure they are underpinned by culture and self-determination, and are sustainable

4.3 Reducing reliance on government funding, by pursuing opportunities for self-sustaining revenue streams, diverse businesses including agriculture and horticulture, and other innovations

4.4 Working with governments to reduce the burden of compliance and streamline frameworks (one funding agreement, one accreditation, and simplified reporting) and to facilitate the return of Aboriginal funding held by mainstream agencies to community control

OUR ORGANISATION

A strong and sustainable community controlled and self-determining organisation that builds on its strengths and the legacy of our founders

5.1 Investing in, and implementing, fit-for-purpose systems (IT, HR, risk, compliance, quality, and client information management) to support our vision and purpose, and service delivery

5.2 Transforming our budgeting and financial management systems, processes and capability to support effective management, transparency and forecasting

5.3 Positioning Rumbalara as the service provider of choice for our Aboriginal community

5.4 Having self-determining and effective governance, which reflects the complexity of the organisation, compliance, and the external environment

5.5 Achieving and retaining relevant accreditations and registrations

OUR FUTURE

Through nurturing the spirit, the emotional and physical wellbeing and cultural identity of individuals and families

6.1 Transforming into a modern, self-determining, sustainable and culturally strong Aboriginal Community Controlled Organisation, with a contemporary governance and company structure, e.g. owning and controlling a standalone housing service and social enterprises

6.2 Identifying and building future leaders, who will continue Rumbalara's legacy and take the organisation forward in service of our community

6.3 Strengthening the use of our data to inform planning and advocacy, and build an evidence base (underpinned by data sovereignty) to demonstrate effectiveness and impact of Rumbalara

6.4 Realising our Masterplan - infrastructure, people, systems and processes, and business plans

Chief Operating Officer

Laurie Sevil

The Chief Operating Officer (COO) is a key member of the Rumbalara executive team and is responsible for the efficiency of day-to-day administration and operation of business whilst supporting Rumbalara's strategic vision.

To assist the operations of Rumbalara, teams directly under the Chief Operating Officer are: Cultural Advisors; Communications and Public Relations; the Business Support Team and Public Health and Wellbeing Outcomes.

Cultural Advisory
Rumbalara's Cultural Advisors are Uncle Lance James and Aunty Cheryl Bourke. They support cultural knowledge, culturally appropriate responses, and the cultural development of our staff. Their leadership and support across the organisation continues to build our strength as a leading Aboriginal community-controlled organisation. They also provide tours to external groups, providing a history of Rumbalara and community.

Public Health and Wellbeing Outcomes
Shannon Drake is the project lead in the early development stages of a public health and wellbeing outcomes unit for Rumbalara. This important work will strengthen how we understand community desires and better understand how we achieve the agreed outcomes together.

Business Support Team
Over the last year we have built the Business Support Team whose role includes supporting the general operations of Rumbalara, working often behind the scenes in areas of policy development, compliance and supporting Rumbalara to meet various standards and accreditation requirements.

The team is led by Manager Julie Colombi and staff, Lala Toleafoa, Brhee McGee, Erin Briggs and Gayle Peachey. Examples of significant support in service delivery development and includes program implementation include Maternal Child Health; Putting Families First (PFF); and the Public Intoxication Response model.

The team has also developed a whole of Rumbalara quality feedback process to support appropriate and timely responses and records.

Communications and Public Relations
Our Communications and Public relations Team led by Chanoa Seala and ably assisted by Natalie Visentin continue to provide high quality communications and public relation services across Rumbalara. They lead our marketing, branding, significant events and social media content.

Facebook followers	
2022–2023	4,830
2021–2022	4,069

Instagram followers	
2022–2023	591
2021–2022	367

FOLLOW US ON SOCIAL MEDIA

Instagram

LinkedIn

Rumbalara Website

Facebook Page

The team has also delivered internal and external Newsletters and maintained a calendar of events across the year.

Programs Delivered
Rumbalara was represented at Connecting Communities Tour: Let's engage, Share and Collaborate with the Centre for Excellence (July 2022), contributing to a panel and conversation about how community can be supported locally.

We also celebrated NAIDOC Week – Get Up! Stand Up! Show Up! with the following events:

- Flag Raising at our mother site at Mooroopna.
- Elders Flag Raising and Luncheon at the Elder's facility.
- Encouraging staff and community to attend Dharnya Family Day.
- Rumbalara Family Day – celebrating the return to pre-pandemic activities like carnival rides

Family Day at Rumbalara

Family Day at Rumbalara

Family Day at Rumbalara

Jawun

We continue to engage with the secondee placements we can access through Jawun. A roadmap has been developed which can be used as a live guide to inform what expertise and support we will be seeking. It aims to strategically support planning for future secondees.

Chanoa was selected as the Victorian representative for the Jawun Emerging Leaders Program – which allowed her to travel to regional and remote Aboriginal communities across Australia to learn about community models.

Jawun Emerging leaders - Canberra Parliament House

In April 2023 VACCHO in collaboration with SVA Consulting, delivered their Workforce and Client Demand Report for Rumbalara. The aim of this project is to map workforce demand over the next 15 years for VACCHO Members, based on population and service demand projections.

Shannon Drake provided critical support to realise the report which highlighted,

"Our model forecasts that Rumbalara's total FTE will need to grow by 146% by 2037, to fill existing vacancies and meet growing demand from the community."

Steps Towards Our Strategic Plan

There has been considerable efforts in the review of all policy and procedures across Rumbalara and ensuring compliance for good governance and in step with legislative and practice changes.

Challenges

What an exceptional year it has been, experiencing our 1st major Cyber attack, and the 1 in 100 years Floods within days of each other.

Both events had a significant impact on our Organisation, Community, and staff.

Cyber attacks were happening all around the country to many private and corporate businesses during 2022 and unfortunately, we were targeted as well.

As this was still unfolding, Shepparton and surrounding areas experienced significant and major flooding. This was a very difficult time for community and given our compromised IT, it made our response more difficult. However, we were able to overcome the difficulties to respond to community needs over the critical period of flooding.

We continue to support affected community, recognising that many are still living outside of their home many months later.

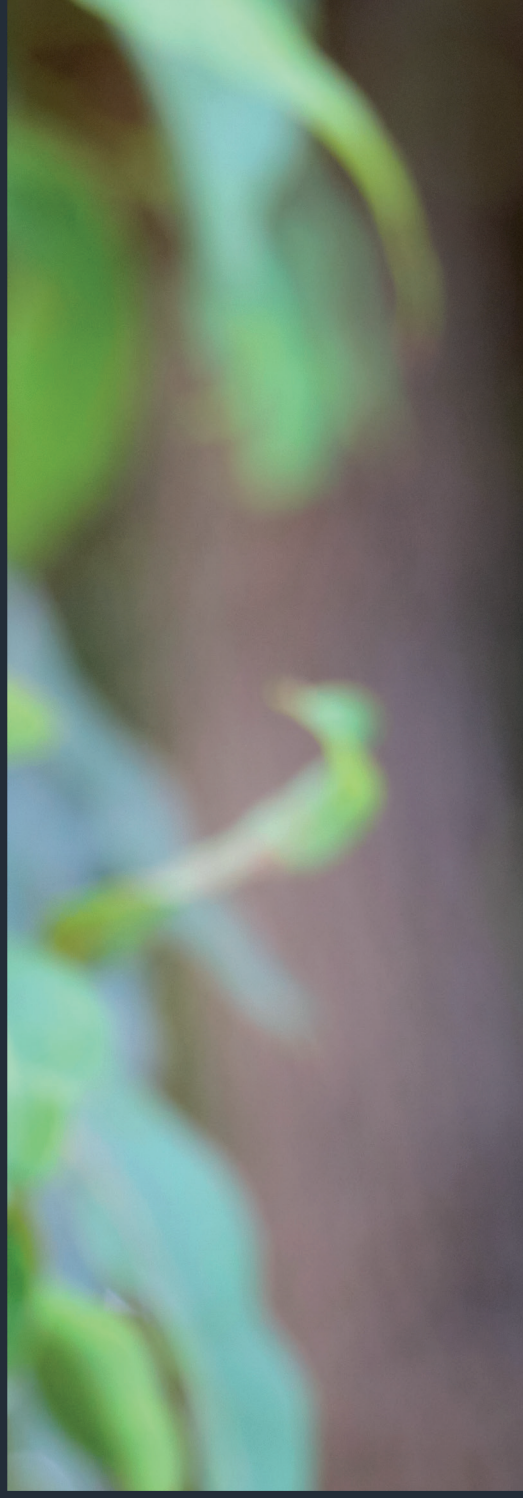
ACHIEVEMENTS

There were several successful events held over the course of the year that our teams supported and included: Sorry Day; Childrens Day; The Voice Information session; Rumbalara's Annual General Meeting; and our Community Christmas. We were also fortunate again to host the Indigenous Animal Health Program in collaboration with the University of Melbourne's Veterinary School.

The Communications and Public Relations team delivered Community Newsletters at key points of the year as well as supporting the facilitation of a Community Meeting in May 2023.

It has been another busy year ensuring quality services across Rumbalara and ensuring compliance with various standards and ultimately meeting accreditation requirements. We have consistently met all requirements with continuous quality improvements a ongoing focus.

Pictured:
Cultural Advisors - Aunty Cheryl Cashion & Uncle Lance James



Pictured:
COO Teams: Communications & Public Relations, Business Support Team, Public Health & Wellbeing Outcomes & Cultural Advisory.

Health & Wellbeing

Kelli Bartlett

Executive Manager

The Health and Wellbeing unit oversees the operations of the Medical Clinic, Dental Services, Chronic Care, Alcohol & Other Drugs/ Social & Emotional Well-being (AOD/SEWB), The Australian Nurse-Family Partnership Program (ANFPP), Early Years and the newly developed Public Intoxication Response Unit.

The last 12 months have not only been challenging with a data breach and flooding but also very rewarding with new staff, new programs and services being offered.

In October 2022 as our Mooroopna site flooded. During this time, our Medical team where able to develop a 'Pop Up' Medical Clinic in Shepparton. This is by no means was an easy process, and it was only due to the commitment and dedication from staff that this was achievable to continue providing vital medical service to community.

I would like to acknowledge my Managers and Staff for their hard work and dedication through these difficult times and also through the year.

Health and Wellbeing have grown substantially with a number of new programs and an additional 32 new staff.

NEW PROGRAMS:

Early Years (Connected Beginnings)
The program is to support Indigenous children aged 0-5 years and their families. This is to ensure that our families and children are well prepared for school.

We currently cover the health component of the Connected Beginnings program in partnership with 54 reasons who cover the education component.

- 15 Families and 24 children in the program
- Early Years GP 1 day per week
- Delivered dental health check day
- Increased children's health checks from 0-5 years
- Connected beginnings health day at African house

PIR: (Public Intoxication Response)
Opened 12th January 2023. Our Sobering Up Unit came about as a result of the coronial inquest into Tanya Day's death in custody and aims to provide a culturally appropriate place of safety for our people affected by alcohol and/or other drugs who are at risk to themselves or others, due to their level of intoxication – a safe place to sober up.

- Our Sobering Up Unit provides short-term monitoring, support to recover from the immediate effects of intoxication in a caring, person-centred, culturally safe environment.
- Our service works with AJCP to provide outreach services for those who need support and can either transport them to their own place of safety or to our Sobering Up Unit to safely sober up.

Our Priorities

OUR TEAM

We ensure regular team meetings, incorporating staff input, while also enhancing staff versatility across diverse service domains. Continuous non-accredited professional development equips our staff to meet role requirements and effectively support our community.

Collaboration and information sharing are actively fostered across all unit areas.

OUR RELATIONSHIPS

Ongoing meetings and collaboration with mainstream services.

Ongoing collaboration and partnerships with VACCHO (Victorian Aboriginal Community Controlled Organisation).

OUR CULTURE

We ensure we provide culturally safe spaces for our community. We equip our staff with in person and online cultural modules.

We are also ensuring (where possible), our positions are advertised as identified to grow our Aboriginal and Torres Strait Islander employment opportunities.

OUR FUTURE

Through opportunities for professional development, future leaders will be identified and nurtured to continue Rumbalara's legacy within the community.

Continuing advocacy for funding and opportunities through government agencies.

Future planning to ensure Rumbalara have infrastructure and services to meet the growing community.

OUR BUSINESS

We're strategizing for future service expansion and infrastructure development.

Prioritising staff wellbeing includes ongoing self-care training, regular check-ins with team leaders, and balanced scheduling to support work-life equilibrium.

Equipping our staff with necessary tools, resources, and facilities to effectively deliver Public Intoxication Health Response is an ongoing focus, supported by continuous communication.

Medical Clinic

Statistic Updates
This year has been notably active for both the clinic and our team, with a remarkable 25,000 patient interactions recorded. Our daily patient contacts average between 70 and 80, reflecting a consistent flow. Our dedicated Transport drivers have facilitated the transportation of over 8000 community members to their medical appointments.

Over the past year, the clinic has welcomed three permanent part-time female GPs: Dr. Catherine Colliver, Dr. Jaz Fransch, and Dr. Mary Lou Loughnan.

The trainee 'Aboriginal Health Practitioner'/'Aboriginal Health Worker' contributes significantly to delivering culturally sensitive and effective healthcare services to our patients.

Our Aboriginal Health Practitioner/Aboriginal Health Worker will foster a culturally sensitive and supportive environment within the healthcare setting, ensuring that patients' cultural beliefs and preferences are respected.

Since September 2022, Rumbalara's Saturday Clinic has garnered immense popularity, with more than 465 appointments scheduled.

Dr. Robert Shepherd has interacted with 3620 patients, while Dr. Sejal Mishra has had 2448 patient interactions.

Nurse Practitioner Vanessa Murphy has interacted with 1861 patients.

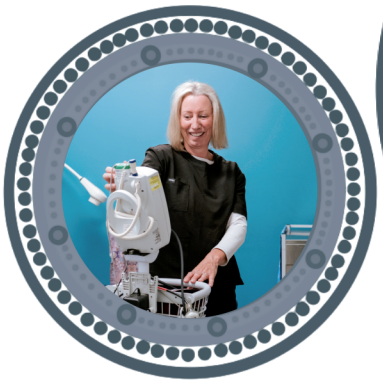
Services Provided
Following the challenges of the Covid pandemic, various allied health services have reconnected with Rumbalara clinic, thus benefiting the community.

This includes professionals in the fields of Podiatry, Endocrinology, Gynaecology/Obstetrics, Paediatrics, Dermatology, Midwifery, Chronic Disease Management, and Psychology.

Furthermore, the clinic has embraced an early years General Practitioner, focusing solely on patients aged 0 to 17. This approach is complemented by the inclusion of a Connected Beginnings worker, who collaborates with the GP to engage parents and infants, aligning with health promotion endeavours.

Allied Health Services
Medical Services • COVID-19 Services • Paediatric Clinics • Obstetric and Gynaecology Clinics • Dietitian Clinics • Midwife Clinics • Dermatology Clinics • Maternal and Child Health Clinics • Psychology Clinics • Psychiatry Clinics • Diabetes Education Services • Endocrinology Clinics • Healthy Liver Clinics Podiatry

Steps Towards Our Strategic Plan
Our future goals encompass establishing a designated space for mothers and babies, setting up a telehealth room to minimize the need for patients to travel to Melbourne for specialist consultations when feasible, broadening our GP services, and enriching our workforce by incorporating more Aboriginal Health Practitioners and Allied Health services.



Diabetes Educator Belinda Moore, who works at the clinic on Thursdays and Fridays, is actively involved in the FlashGM (Flash Glucose Monitoring) Study. This research targets the Indigenous community across Australia with type 2 diabetes, aiming to determine if Flash Glucose Monitoring sensors can enhance glycaemia management, prevent complications, and ease the burden of diabetes care.

Alongside her research, Belinda is pursuing a Master of Clinical Research at The University of Melbourne and a Postgraduate Diploma in Psychological Science, with aspirations of becoming a registered Clinical Psychologist specialising in diabetes. Her commitment to learning, in collaboration with colleagues and clients, is geared towards refining diabetes-related services, systems, and outcomes.

Improved Diabetes Care with Diabetes Educator – Patient Journey One

Initially, this patient struggled to prioritise diabetes checks amidst a busy life but was reintroduced to diabetes services through the FlashGM Study. With access to glucose sensors from the study, they transitioned from an outdated insulin to a newer one, which increased their interest in managing diabetes. They remained engaged even after the study, allowing us to refer them to an Endocrinologist for overdue care and adjust their medications. Their progress has been remarkable, showing increased understanding of how lifestyle affects diabetes. We successfully simplified their diabetes management and weaned them off insulin.

Before returning to Rumbalara medical clinic, the patient sought healthcare from various sources and mixed insulins unsupervised, resulting in suboptimal glucose levels. Now, they regularly visit Rumbalara GPs, maintaining up-to-date diabetes checks. We've transitioned them to a safer insulin regimen, and after a year, they've consistently maintained healthy glucose levels. Their determination and diabetes knowledge have significantly improved.

Improved Diabetes Care with Diabetes Educator – Patient Journey Two

By working closely with the chronic care team, we arranged home visits for a patient who never leaves home. This collaboration allowed us to address previous issues with their glucose sensor. As a result, we transitioned the patient to a better insulin, lowering their HbA1C from 20.2% to 15.2%.

This improvement has reassured the caregiver and strengthened the relationship between the Certified Diabetes Educator (CDE) and the family. We now conduct regular reviews every 1-2 weeks to analyze sensor data, adjust insulin, and address lifestyle factors affecting diabetes. Additionally, this close follow-up has encouraged the family to gradually engage more with other health and wellness services provided by Rumbalara.

Medical Clinic

↓ SNAPSHOT ↓

25,000
Patient Interactions

3x New Nurses including x1 Male Nurse

We welcomed our new Clinical Services Practice Manager: **Merinda Harrison-Drake**

3
We now have 3 Female GPs Dr Catherine Colliver, Marylou Loughnan & Jandree Fransch

2
New Allied Health Services: Diabetes Educator & Podiatrist

x3 Male 'Aboriginal Health Worker Trainees' in the Clinic

450
Patients seen with the introduction of the Saturday Clinic

3
We have welcomed new Reception Staff with an additional Administration Co-ordinator

Pictured:
Medical & Dental Team

Pictured:
Chronic Care Team

Dental Clinic

About Us

Oral health plays an integral role in our overall health and well-being. Evidence suggests that, although dental disease is highly preventable, Indigenous people often suffer from higher rates of decay and missing teeth than other Australians.

The Rumbalara Oral Health Clinic aims to reduce these disparities by providing high-quality and culturally appropriate oral health care to our community.

The oral health service has been operational since 2003 and consists of four dental chairs and a mobile dental van to provide outreach services.

The practice offers an array of services, including:

- Examinations
- Cleaning
- Fillings
- Extractions
- Endodontics (root canal treatment)
- Crown and bridge
- Dentures
- Mouthguards
- Tooth whitening
- Oral Hygiene Instruction
- Referral pathways
- Outreach Services
- Primary school fluoride varnish program
- University of Melbourne DDS & BOH Program

Steps Towards Our Strategic Plan

The Oral Health Clinic provides a culturally safe environment that meets the needs of our community and offers outreach services to reduce the burden of accessibility to oral health care.

We are building relationships with community and other service providers through community consultation research and contributing a cultural aspect to an array of other providers and Universities that deliver services to Indigenous communities.

Where able, the clinic offers traineeships, work experience, training for Aboriginal Health Workers and workforce succession planning.

Services Provided

For the 22/23 financial year, the following data was achieved:

- 2,854 patients were seen.
- 1,857 courses of care were provided.
- 23,515 treatments were performed.

The total number of patients failing to attend their appointments were: 957.

The oral health clinic currently has 14,400 patients on file.

Community Support Activities

The Oral Health Clinic strives to provide oral health promotion and education wherever possible and attends many community events. These events include:

- Lullas Childcare Centre
- Gowrie Street Primary School
- Mooroopna Park Primary School
- St Mary's Primary School
- Family Days
- Health Expo's
- GoTafe
- Rumbalara Football/Netball Club
- Women's Health Days

Achievements

In July this year, the oral health clinic was fully accredited. This ensures that all the correct guidelines and legislation are being adhered to and the oral health clinic is operating at the highest standard.

Outreach services continue for community, Elders, and children.

Dental Assistant Traineeships have been implemented into the clinic to ensure we are creating workforce opportunities to our community.

During this year, we have had two work experience students who did placement within the clinic. Both have an interest in working within the dental sector and enjoyed their placement with us.

The Australian Nurse Family Partnership Program (ANFPP)

Program Overview
ANFPP has been operational at Rumbalara since 2018, offering evidence-based support to pregnant Aboriginal and Torres Strait Islander women in the GV, Moira, and Campaspe shire areas. Focused on improving birthweights, pregnancy outcomes, and parental life-course, the program provides assistance from pregnancy to the child's second birthday.

Over the past 2.5 years, ANFPP has supported clients in various aspects, including health visits, legal matters, employment, domestic violence, substance abuse, housing, and more.

Client Focus
ANFPP tailors its support to individual clients, acknowledging their unique dreams, cultural backgrounds, and experiences. The voluntary program encourages clients to set goals, develop visions for their future, and become the best parents they can be. Key topics covered include healthy choices, relationships, goal-setting, and attachment with the baby.

Enrolment and Graduation
Since March 2018, ANFPP has enrolled 87 clients, with 20 successful graduations. The program currently has 30 active clients. ANFPP accepts referrals from healthcare professionals or directly from clients, allowing flexibility in engagement.

Achievements (1/7/22-30/6/23)
- 22 new referrals, 14 accepted, and 8 redirected.
- 278 home visits conducted with an average duration of 73, 71, and 70 minutes in pregnancy, infancy, and toddlerhood phases, respectively.
- Average travel time per home visit: 30 minutes.
- 25% of clients allowed to be multiparous women.
- 5 clients graduated; 1 transferred to another ANFPP.
- Active involvement with DFFH Child Protection, resulting in the closure of 8 cases.
- Successful reunification of one family under ANFPP support.

Steps Towards Our Strategic Plan
ANFPP aligns with RAC's vision, emphasizing a healthy family dynamic, cultural connection, and the pursuit of client-determined goals. Cultural incorporation is a priority, with the inclusion of cultural knowledge and strength in home visits and client events.
Community Support Activities: ANFPP actively participates in community events through the Woongi Unit, supporting Matriarchs Day, Reconciliation Week, NAIDOC Week, and women's group events. Other activities include client events, baby first aid sessions, graduations, and attendance at community events like Kids Health Day.

Services Provided
ANFPP collaborates with various services to address client needs comprehensively. Notable areas include Chronic Care, Oral Health, Medical Services, ANFPP, Woongi Unit Drug & Alcohol, Jawun Secondee's, and Visiting Specialists.

Public Intoxication Health Response Trial

Program Overview
Our Sobering Up Unit came about as a result of the coronial inquest into Tanya Day's death in custody and aims to provide a culturally appropriate place of safety for our People affected by alcohol and/or other drugs who are at risk to themselves or others, due to their level of intoxication – a safe place to sober up.

Our Sobering Up Unit provides short-term monitoring, and support to recover from the immediate effects of intoxication in a caring, person-centred, culturally safe environment.

Our service works with Aboriginal Community Justice Panel (ACJP) to provide outreach services for those who need support and can either transport them to their own place of safety or to our Sobering Up Unit to safely sober up.

Service was delayed as a result of COVID and then the 2022 Floods which impacted the refurbishment of the Unit but opened on 12th of January 2023.

ACJP was ready to operate in the Public Intoxication space on 18th March 2023.

Achievements
Our Service has supported 14 Clients within the Sobering Up Service and provided them with meals, clothing, showering and laundry facilities, transport home, and referral to support that includes AOD, Mental Health, GP, and Housing.
We have also supported four through outreach services, with two people declining support.
Average length of stay within the service is 8 hours.

Have been working with VACCHO on their project to create a version of VADC that suits this program. The version will be available to other ACCHO programs and will go live very soon. To date, information has been captured in a spreadsheet.

BDAC Public Intoxication team visited the service and gained some insight from our service.

Tender was submitted in late May for roll out of Public Intoxication Response in readiness for change of legislation that takes place early November. Department of Health have not released the successful applicants as yet.

Regular meetings were held with Primary Care Connect, GV Health and Aboriginal Community Justice Panel (ACJP) to create strong relationships with other trial site providers. Primary Care Connect closed their trial on 30th June 2023, with GV Health not commencing their service.

Connected Beginnings

Program Overview

Our initiative aims to provide assistance to Indigenous children aged 0-5 years and their families, ensuring they are adequately prepared for the school journey. Currently, we focus on addressing the health aspects within the Connected Beginnings program.

Achievements

- A total of 15 families are currently part of the program, comprising 24 children. Several children who actively engaged in program events have successfully undergone both dental and health checks. This achievement underscores the positive impact of the support and education provided to both parents/carers and children, contributing to a reduction in the number of children falling behind in the education system.

- In one family, three children, all aged five and under, have undergone health checks, and one of them has also completed a dental check. The mother expressed gratitude for the dental open hour, highlighting that without it, she wouldn't have been aware of her child's dental needs. The pre-appointment meeting with dental staff played a crucial role in making the child more comfortable during the subsequent dental procedure.

- Another significant development is the availability of an Early Years doctor for all children visiting the clinic between the ages of 0 and 17. This initiative has proven instrumental, in providing specialised information to parents and caregivers. Additionally, many children's health checks are conducted by the Early Years doctor, emphasising the importance of this service in promoting overall child well-being.

Future Goals

The future goals for the program include:

1. **Education and Health Day (completed on 28th July)**
2. **Attendance at Aboriginal and Torres Strait Islander Children's Day**
3. **Development of a 'Yarning Burrais' Program:**
    - Weekly sessions incorporating parental education (MCH, Audiology, Speech Therapy, Early Years documentation, Childcare visits, etc.)
    - Engaging and educational activities for children's development
    - Interaction with elders through activities like story time and art
    - Art and milestone activities

4. **Creation of a Healthy Eating Cooking Class:**
    - Teaching the preparation of healthy meals, including alternatives and easy recipes
    - Conducting classes in a school Home Economics setting, encouraging parents and caregivers to cook together
    - Providing understanding about healthy eating practices
    - Offering meal plan boxes for participants

5. **Development of a Community Cookbook:**
    - Focused on creating and promoting healthy lunch boxes and lunchtime meals

These initiatives aim to enhance education, health, and community engagement, fostering a holistic approach to well-being for both children and their families.

Services Provided

SCHOOL PACKS

We have established a program to create school packs, ensuring that children and their families are well-prepared for the start of primary school. These packs contain essential items needed for the students.

DENTAL HOUR VISITS

We invite parents and children to our dental clinic for informal discussions on dental hygiene, appointment bookings, and any related queries. This initiative aims to enhance both children and parents' understanding of oral health, fostering a more comfortable experience at the dental clinic.

MEDICAL HOUR VISITS

We are in the planning stages of hosting open hours at our medical clinic for discussions on health checks, healthy eating, appointment bookings, and general inquiries. This session, led by our Early Years doctor, was postponed in June due to preparations for the Education and Health Day in July.

MEDICAL CHECK-UPS

We have established a program to create school packs, ensuring that children and their families are well-prepared for the start of primary school. These packs contain essential items needed for the students.

DENTAL CHECK-UPS

We invite parents and children to our dental clinic for informal discussions on dental hygiene, appointment bookings, and any related queries. This initiative aims to enhance both children and parents' understanding of oral health, fostering a more comfortable experience at the dental clinic.

HEARING CHECK-UPS

We are in the planning stages of hosting open hours at our medical clinic for discussions on health checks, healthy eating, appointment bookings, and general inquiries. This session, led by our Early Years doctor, was postponed in June due to preparations for the Education and Health Day in July.

Pictured below:
Health & Wellbeing Teams: Woongi Unit, Public Intoxication Unit Health Promotion, & ANFPP

Woongi Unit

Team Growth and Community Connections

Our team has expanded with the addition of new employees, strengthening our collaborative spirit. We've established connections with GVAMHS and the HOPE program, sharing an employee primarily based at Woongi. This collaboration enhances our collective efforts to serve the community. Supportive Group Initiatives: Our Men's and Women's groups have demonstrated consistent growth, meeting weekly. We provide cooked meals and choose venues that accommodate everyone. Exploring opportunities, we aim to create a workplace behind the Knight Street residence, catering to hands-on activities for men and women alike.

Youth Engagement and Well-being

Our Youth Worker has joined the unit, focusing on non-reengagement cases. We're exploring innovative approaches such as group sessions or after-school programs to support youth. Our dedicated Youth Worker is committed to understanding their perspective, fostering a healthier Social and Emotional Well-being (SEWB).

Program Coordination and Community Engagement

Our Program Coordinator has proven invaluable, providing a platform for team ideas and offering attentive support to individual clients and community members. We actively engage with services, inviting them to team meetings or casual catch-ups, enhancing our visibility as a supportive resource.

Professional Development and Networking

One team member attended the VACCHO SEWB conference on Gunai Kurnai country. The insightful experience highlighted the importance of networking. We aim for broader team participation in future gatherings, ensuring our services align with community needs and reinforcing our presence.

Client Journey and Outreach

Efforts are underway to enhance the client's journey within Woongi and Rumbalara Co-op extended services. Initiatives such as establishing a Men's group in Seymour and surrounding areas, supported by Murray PHN, aim to strengthen our relationships, particularly with Aboriginal & Torres Strait Islander clients. The HOPE program provides crucial support for individuals with suicide ideation, offering a personalized approach to guide vulnerable individuals toward better futures.

AOD Clinicians' Impact

Our AOD clinicians are committed to supporting clients on the path to a cleaner future, whether through detox, community reintegration, or rehabilitation. Special attention is given to women in the refugee community, offering healing circles and information on harm reduction. Individualized one-on-one cultural activities cater to those not yet ready to join group sessions.

'Bringing Them Home' Worker Contributions

Our BTH worker has facilitated reparations for nearly 25 Stolen Generation cases. Despite challenges, our doors remain open to support families, fostering community connections through events and team collaboration.

Team and Client Growth

Our workforce has expanded to ten team members, establishing a strong relationship with AFNPP (The Australian Nurse Family Partnership Program) crew. Client numbers have risen consistently, reaching 58-71 in recent weeks. Collaboration with the GVAMHS Mental Health Nurse and the Hope program is deepening. Team members are engaged in weekly training sessions, pursuing AOD and Mental Health Cert 4 as part of their commitment to personal and professional growth.

Community Engagement and Support

Our presence in courts has impressed, aiding clients in regaining control of their lives. Two team members completed a Community Services program, with the entire team enrolling in Cert 4 AOD and Mental Health components. We actively support students completing community service hours and welcome new employees into our friendly environment.

Pictured:
Health & Wellbeing Teams

Pictured:
Chronic Care Team

Elders Facility & Positive Ageing and Disability Services

Aaron Chambers

Executive Manager

Program Overview
Rumbalara Positive Ageing and Disability Services offer a comprehensive suite of services, ranging from initial assessments to palliative care support. We are accredited by the Aged Care Quality and Safety Commission, as well as the National Disability Insurance Scheme Quality and Safety Commission. Additionally, we are accountable to our board, Rumbalara, and the broader community.

Our programs include:

- Aboriginal Disability Liaison Officer (ADLO)
- Commonwealth Home Support Program (CHSP)
- Healthy Ageing and Cultural Connections Officer
- National Disability Insurance Scheme (NDIS) Support Coordination
- National Disability Insurance Scheme (NDIS) Service Delivery
- Home and Community Care Program for Younger People (HACC-PYP)
- Home Care Packages (HCP)
- Sector Support and Development (SSD)
- Regional Assessment Services (RAS)
- Rumbalara Elders Facility (REF)
- Palliative Care Support

Our approach to care is holistic and person-centered. We focus on delivering services that are effective, respectful, sensitive, and responsive to the cultural needs of each individual. This ensures a care experience that promotes well-being and is culturally appropriate.

We collaborate closely with other internal departments at Rumbalara, as well as our funders at both state and Commonwealth levels. Additionally, we maintain strong partnerships with local stakeholders in the Shepparton community to ensure that we provide comprehensive and tailored support for all individuals in need.

In alignment with Rumbalara's overall strategic goals, our department is actively working towards fulfilling the organisation's strategic plan.

Flood Response
The severe flooding that struck Shepparton in late 2022 significantly impacted the community. Despite the challenges, our department continued to provide essential phone and limited face-to-face support. Staff members swiftly adapted to the changing environment, demonstrating flexibility honed through years of operating under COVID-19 conditions. The Elders' facility maintained consistent care throughout the crisis. Since the floods, our team has proactively assisted community members in accessing the necessary resources for recovery.

Steps Towards Our Strategic Plan
Our Culture: The introduction of a Cultural Care Coordinator and a Cultural Operations Manager is actively embedding culture, healing, and traditional practices into all our services. Additionally, the department is advocating for the culturally appropriate allocation of funding and support.

Our Relationships: Engaging in state and national working groups dedicated to culturally appropriate age and disability care, the department is fostering strong relationships with funders. It consistently provides information, data, and case studies to advocate for flexible community support. Internal relationships with other Rumbalara service areas and external stakeholders are also a priority.

Our Team: Emphasising both accredited and non-accredited training, coupled with participation in industry-specific training and reform sessions, is crucial for developing a highly skilled and well-informed workforce.

Our Business: Proactively seeking opportunities to expand services, the department has successfully secured funding for future programs. It places significant focus on financially viable, sustainable, and culturally appropriate service delivery models.

Our Organisation: Collaboration with internal departments, funders, and consultants is ongoing to ensure effective operations and meet reporting requirements. Exploring innovative IT solutions is a key aspect of enhancing operations and compliance.

Our Future: Structured growth is aligned with community needs and employment opportunities. The department is committed to using data and case studies for planning and advocacy, aspiring to become a modern, self-determining organisation.

Services & Programs

Aboriginal Disability Liaison Officer (ADLO):

Provides crucial support and advocacy for community members with disabilities, assisting in understanding, accessing, and navigating the disability support system, including the NDIS.

Commonwealth Home Support Program (CHSP):

Offers a range of entry-level aged care services. Services may include allied health support, domestic assistance, shopping, meals, and home and garden maintenance.

Healthy Ageing and Cultural Connections Officer:

Focuses on improving the overall health and well-being of older community members through cultural group programs and one-to-one support.

National Disability Insurance Scheme (NDIS) Support Coordination:

Helps individuals plan and manage their NDIS packages, ensuring they have access to the supports that best meet their needs.

National Disability Insurance Scheme (NDIS) Service Delivery:

Provides the direct provision of services outlined in an individual's NDIS plan, ranging from personal care to community participation activities in a culturally appropriate manner.

Home and Community Care Program for Younger People (HACC-PYP):

Supports younger community members under 50 with services and support for maintaining independence, domestic assistance, and community support.

Home Care Packages (HCP):

Individual funding that offers a wide range of services, focusing on maintaining independence and quality of life for those living at home.

Sector Support and Development (SSD):

Works to support capacity building, training, and resources to assist organisations and stakeholders in aged care to provide culturally appropriate support for community members.

Regional Assessment Services (RAS):

Provides culturally appropriate assessments for older individuals seeking entry-level aged care supports under the CHSP.

Rumbalara Elders Facility (REF):

Provides culturally appropriate assessments for older individuals seeking entry-level aged care supports under the CHSP.

Palliative Care Support:

Offers end-of-life care and support aimed at improving the quality of life for individuals and their families facing life-threatening illnesses.

Regional Assessment Services (RAS):

Our Assessment Service consistently delivers culturally appropriate assessments and maintains a high level of advocacy for community members, resulting in positive outcomes on a daily basis.

Total of Services/ Programs:

12

Key Achievements in Surpassing Life Expectancy

We have demonstrated a remarkable achievement by contributing to recipients surpassing their life expectancy.

Through our cultural person-centred approach, we have witnessed substantial improvements in the overall health, well-being, and longevity of our clients.

We have a high number of clients who are aged between the **ages of eighty (80) and ninety-four (94), with five (5) turning ninety-five (95) this year.**

Seventy-five (75%) of those clients are between the **ages of seventy (70) and seventy-nine (79).**

Fifty (50%) percent of clients on a Home Care Package are **aged between seventy (70) to ninety-four (94) years.**

Success Story - Empowering Independence and Joy

Meet "Emily" (anonymous client)
Emily is an eighty-two (82) year old Elder who has always cherished her independence. As she grew older, daily tasks became more challenging, and she found it increasingly difficult to manage her home and health on her own. Emily's personalised journey began with a thorough assessment of her needs, preferences, and goals.

The care team worked closely with Emily and her family to design a tailored care plan that addressed her physical, emotional, and social well-being. The plan included assistance with housekeeping, meal preparation, medication management, and transportation to medical appointments.

One of the most significant improvements for Emily was the implementation of remote health monitoring technology. With this innovative solution, her vital signs and health indicators were regularly tracked and shared with her healthcare provider. This proactive approach allowed any potential health concerns to be addressed promptly, reducing the risk of hospitalisation.

Emily's care plan also included a social component. Recognising her passion for painting, the Case Manager connected her with our local Cultural art classes. Through these activities, Emily not only regained a sense of purpose but also formed meaningful connections with the fellow Community.

Over the course of six months, the impact of the Home Care Package on Emily's life was truly remarkable. With the support of her Case Manager, Emily regained her confidence in performing daily activities. She was able to navigate her home safely and comfortably, alleviating the fear of accidents. Thanks to remote monitoring, Emily's health was closely monitored. Her blood pressure and glucose levels were consistently within a healthy range, contributing to a decreased reliance on emergency medical interventions. Emily's participation in Cultural art classes not only rekindled her love for painting but also introduced her to a circle of friends who shared her interests. The sense of belonging and companionship significantly improved her emotional well-being.

With support services visiting regularly and social activities in her routine, Emily's feelings of isolation faded away. She enjoyed the company of caregivers, fellow Elders and Community, and her family who now visited more frequently. Emily's family was relieved to see her thriving independently at home. The open communication channels established by Case Manager kept them informed about her well-being and progress, providing them with peace of mind.
Emily's story exemplifies the Home Care Package program's commitment to preserving dignity, enhancing well-being, and promoting active aging. By focusing on Emily's individual needs and aspirations, the program not only enabled her to live independently but also brought back joy, purpose, and connection to her life.

Community Support Activities

Our team has been actively running group activities both in the community and at the Activity Center on Ford Road. In an effort to rejuvenate these programs, we are collaborating with attending community members and staff to develop new activities that focus on social engagement, health, and culture. This is especially crucial given the decline in attendance since the onset of COVID-19 and the interruption of service delivery with the floods at the end of 2022.

Rumbalara Positive Ageing and Disability Services Community BBQ
We hosted a community BBQ lunch that showcased various activities like cultural canvas painting, pot plant painting, weaving, and pool table games. The event offered an excellent opportunity for socialization and connection among community members and staff. Despite rainy weather, we saw a large turnout, filling the entire Activity Center.

Elderly Facility Activities
Our team has also been putting substantial effort into enhancing activities at the Elderly Facility. With the introduction of a new activities team and a change in the management structure, we are improving engagement, as well as social and cultural connections for the Elders and any community members wishing to attend.

Pictured:
Positive Ageing &
Disability Services Team

Elders Facility Kitchen - Shaun Clarke

Justice & Community Services

Liz Latorre

Executive Manager

Program Overview

Our services are delivered in line with Rumbalara Aboriginal Cooperative's values of a "strong and thriving community where health, wellbeing, family, culture, community, and connection are at the center of all that we do" through using an integrated case management model.

Our services include:

Justice:

- Aboriginal Youth Justice: Statutory and diversionary support for youth aged between 10-17 years within the Youth Justice system and those in the Dual Track system.
- Yalka (Youth): An early intervention and prevention program that supports Rumbalara Aboriginal Cooperative with cultural activities, including holiday programs.
- Youth Support Services: Early intervention and diversion for youth aged 10-17 who have come into contact with Victoria Police.
- Local Justice Worker program: Support for successfully completing justice orders, Sherriff's matters, and transitioning back into the community after a period of incarceration.
- Night Patrol: A volunteer transport service operated on Friday and Saturday nights from 10:30 pm to 2:00 am, covering the route from Queens Gardens Shepparton to take people home or to a safe place.

Family Violence:

- Five programs provide a range of support services for adults, youth, and children who are experiencing and/or have experienced family violence. We also provide support for those who choose to use violence.
- We also have staff based in The Orange Door.
- Women and Children's Crisis Accommodation Centre: Specialist crisis accommodation and support services for women and children escaping family violence.

Family Violence Services Delivered to Youth

Total Youth Services: 56 clients (40 males and 16 females).
Aboriginal Youth Justice: 7 clients (7 males)
Youth Support. Services, 49 clients (33 males and 16 females).

Our service delivery for Youth Justice has changed from a "support work" model to an "intensive" framework due to the complexity of issues experienced by our young people.

Yalka Youth Group

During the January-March school holiday activities, we engaged 342 children/youth aged 7-17. Among them, 318 participants were aged 7-12, and 24 were aged 13-17. It's important to note that Rumbalara is not directly funded for these activities. However, we contribute to the costs, and The Department of Justice & Community Safety supports us with $11,000 annually to facilitate these programs.

A diverse range of activities was offered, including Star Bowls, Cinema outings, Rebound sessions, visits to Fun Fields, Kyabram Fauna Park, Healesville Sanctuary, Gravity Shack, Mansfield Zoo, and exploration of Gold Mines in Bendigo.

Programs Provided

Family Violence Case Management: In this area, we delivered a total of 108 case management services. This includes support for 94 adult females (18+), 3 adult males (18+), and 19 children/youth (0-17) - 11 males and 8 females. Our Women and Children's Crisis Accommodation Centre supported 59 women (and children) by providing culturally safe accommodation, access to specialised health and well-being services, and additional support services.

We had 12 males referred for Men's Behavior Change programs and 8 women referred to our service for using violence. Due to the complexity of issues, case management in family violence often becomes more intensive, ensuring clients receive a holistic approach and referrals to other necessary services.

We provided 115 Family Violence Crisis Brokerage Packages and 50 Flexible Support Packages for those experiencing family violence.

Local Justice Worker (LJW)

One female and nineteen males with involvement in the Justice System and/or Sherriff's Matters are part of the LJW program. The LJW also makes visits to Dhurringile Prison to offer support to our Aboriginal men. In the 2023-2024 fiscal year, the Local Justice Worker program is slated for remodeling, including a tender process.

Night Patrol

After months of COVID-19-related challenges preventing employment, we successfully resumed Night Patrol in January. Our organization's staff currently assists in running this service. Night Patrol has facilitated transportation for 166 individuals, including 13 Female Youth, 34 Male Youth, 57 Adult Males, and 62 Adult Females.

ACHIEVEMENTS

Since April 2022, our new offices on Wyndham St have welcomed over 220 'walk-ins' seeking various forms of support. These include assistance with court and police matters, access to legal services, support for family violence, and provisions for food. Some visitors simply drop in to relax, enjoy a coffee, a meal, and engage in conversation, appreciating the space as a safe haven. This influx can be attributed to our strategic location, our presence in the Shepparton Court, and the nurturing of relationships with local agencies.

To further aid our community, we continuously evaluate existing partnerships and foster relationships with additional services and agencies. We actively supported the launch of the Police Aboriginal Community Protocols Against Family Violence. These Protocols aim to cultivate positive relationships between Victorian Aboriginal communities and enhance the police response to incidents of family violence within these communities.

Challenges

Accommodation: Sourcing accommodation for our community, especially for our Family Violence services, poses a significant challenge. The current housing crisis, exacerbated by factors such as COVID-19 and floods, rising living costs, and a shortage of suitable housing, has created a pressing issue. The scarcity of available accommodation options in our area compounds the difficulty in addressing this challenge.

The waiting times for referrals to other services are extensive, often taking up to three months before individuals can access additional support. These prolonged waiting lists put strain on our workload, as we continually strive to support our clients and community members through these challenging times.

Recruitment

Despite advertising multiple positions in service areas such as Night Patrol, Family Violence, Therapeutic, and Cultural positions, we have faced difficulties in filling these roles. The inability to secure suitable candidates impacts our capacity to deliver services effectively and efficiently. This recruitment challenge adds an extra layer of complexity to our ongoing efforts.

Steps Towards Our Strategic Plan

Our Culture:

Team meetings provide us with the opportunity to discuss "what is cultural safety and "what is cultural practice" and Aboriginal staff are consulted across all of our programs.

Our Relationships:

Operating and supporting activities provides Rumbalara Aboriginal Cooperative with the opportunity to raise our profile, build understanding of our organisation, and strengthen existing partnerships with our Community and services and/or agencies

Our Team:

We continue to build our future leaders, through training, development, mentoring and succession planning. We have staff who have undertaken a range of training opportunities such as Diploma of Leadership and Management, Aboriginal Mental Health First Aid, and First Aid. Our staff also act in other roles and/or higher roles when a manager is on leave.

Community Support Activities

Support for Rumbalara Aboriginal Cooperative: We have supported Rumbalara Aboriginal Cooperative through various activities, including youth school holiday programs, community events, NAIDOC celebrations, Children's Day, and Family Day.

Academy Support Health and Education (ASHE) Fest:

Our involvement in ASHE Fest underscores our commitment to supporting health and education initiatives. This festival serves as a platform for promoting holistic well-being in our community.

Giz a Break:

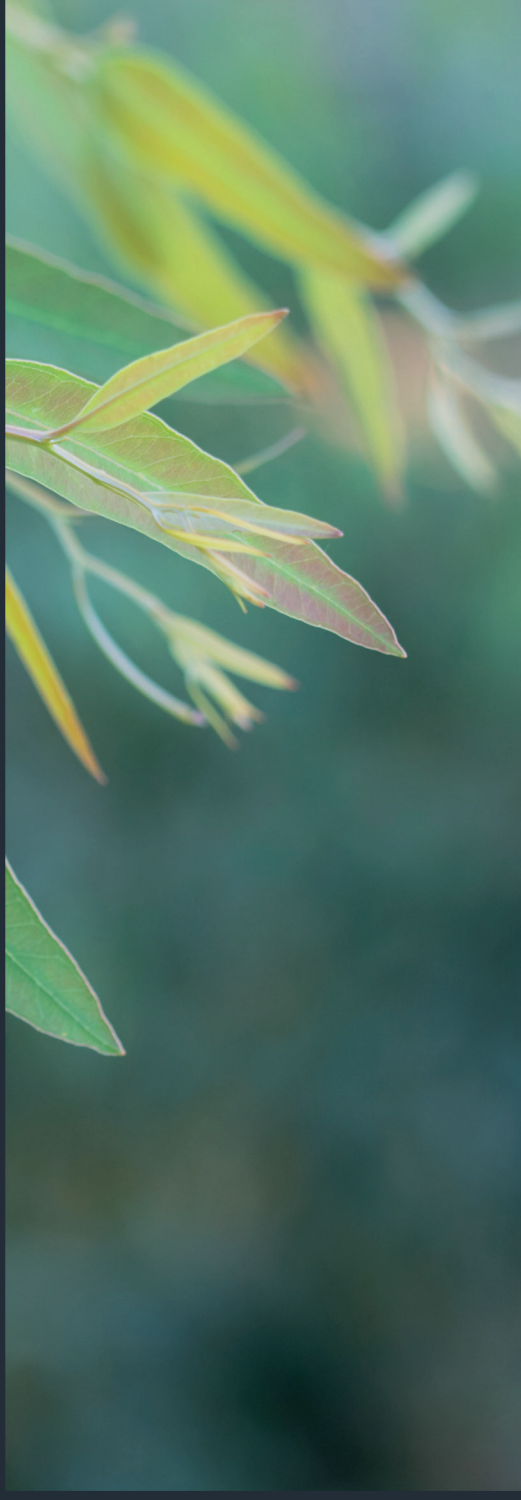
Giz a Break program offers off-road adventures and utilizes diverse activities such as music, hiking/walking, and fishing to assist participants in learning how to regulate their emotions. This initiative is designed to provide therapeutic experiences for individuals.

Kaiela Art:

Rumbalara has provided funding to Kaiela Art Institute for several programs, including:

- Turtle Muster: Annual turtle-making workshops and community days for children, young people, and their families.
- Djibauga: School holiday program for children and young people.
  Winyarr's Program: A cultural arts and social connection program specifically designed for women. This initiative emphasises the importance of cultural expression and social bonding.

Pictured:
Justice & Community Team



Pictured:
Justice & Community Team

Assests & Infrastructure

Mick Buckworth

Executive Manager

Program Overview

The Assets & Infrastructure department is responsible for managing the current and future requirements for staff expansion, ensuring adequate workspaces for our growing team. This includes planning for ongoing maintenance to keep our buildings in excellent condition. The scope of this department extends to Housing services, IT and telecommunications, grounds and maintenance, and the Starrit Road farm project. Additionally, it plays a crucial role in securing funds for capital works, collaborating with and reporting to government departments, and coordinating with consultants, architects, and local authorities, including council planning and building departments. The comprehensive oversight of these functions ensures the efficient and effective operation of our facilities and infrastructure.

Year Reflection

As we reflect on the past year, characterized by the challenges of Covid-19, cyber-attacks, and floods, it is remarkable to acknowledge the achievements of our team. Despite the adversities, the outcomes surpassed all expectations, showcasing resilience and dedication.

- **Renewal of REF Landscaping and Improved Drainage:** Our team successfully executed the renewal of landscaping and implemented improved drainage works at REF, enhancing both aesthetic appeal and functionality.
- **Service Agreement for REF Nursecall and Upgrades:** A significant milestone was reached with the successful implementation of a service agreement for REF Nursecall, along with associated upgrades, enhancing the quality of our healthcare services.
- **Progressive Replacement of Light Fittings:** Initiating the progressive replacement of old light fittings with energy-efficient LED alternatives across our facilities was a crucial step towards reducing running and maintenance costs.
- **Fit Out for Lighting, AC, and Cleaning:** Several locations, including the new Knight St office, underwent a comprehensive fit-out for lighting, air conditioning, and cleaning, contributing to a more conducive and efficient working environment.
- **Valuation Contract Across Properties:** Facilitating a valuation contract across all our properties was a strategic move, providing us with valuable insights for effective decision-making.
- **Timely Response to Maintenance Requests:** Responding to hundreds of maintenance requests throughout the year in a timely manner demonstrated our commitment to ensuring the well-being and functionality of our facilities.
- **Standardisation of Cleaning Supplies:** A notable initiative involved progressing towards standardizing cleaning supplies across the sites we manage, aiming to enhance overall service delivery.
- **Assessment and Replacement of Flood-Damaged AC Plant**: A significant assessment of the flood-damaged AC plant in Mooroopna was conducted, and the replacement process is currently in progress, ensuring the resilience of our infrastructure.
- **Assistance in New Projects:** Our team played a pivotal role in assisting numerous programs with new projects, including the setup of a new shipping container at Ford Road, showcasing our commitment to innovation and growth.

In summary, despite the challenges faced, the achievements of the team underscore our collective dedication to excellence, adaptability, and continuous improvement.

Sector Support and Development (SSD): Works to support capacity building, training, and resources to assist organizations and stakeholders in aged care to provide culturally appropriate support for community members.
Regional Assessment Services (RAS): Provides culturally appropriate assessments for older individuals seeking entry-level aged care supports under the CHSP.
Rumbalara Elders Facility (REF): A residential facility offering clinical and residential care services to community members in a culturally sensitive environment.
Palliative Care Support: Offers end-of-life care and support aimed at improving the quality of life for individuals and their families facing life-threatening illnesses.

STEPS TOWARDS OUR STRATEGIC PLAN:

Update IT Systems:

- Continuously improve our IT systems based on recommendations from the IT review to enhance efficiency and cybersecurity.

Develop Master Plan:

- Keep developing Rumbalara's Master Plan to guide our growth, facility use, and service delivery in a coordinated way.

Relocate Family Services:

- Oversee the move of Family Services to the former Mooroopna Secondary College site to improve accessibility.

Seek Funding for Expansion:

- Actively pursue capital funding to expand service areas and increase our capacity to serve the community.

Expand Housing Programs:

- Grow programs under Rumbalara Housing Limited to provide more housing solutions that meet the community's diverse needs.

These steps are geared towards achieving our organisation's strategic goals, promoting growth, sustainability, and improved service delivery.

Achievements

1. Master Planning for Mooroopna Sites:
Conducting master planning for Mooroopna sites provides a strategic framework for future development, optimising space utilization and enhancing overall efficiency.

2. IT Systems Overhaul:
The complete overhaul of IT systems to Office 365 and a Cloud environment represents a significant technological advancement, streamlining operations and enhancing connectivity.

3. Housing Provider Registration:
The application to become a registered Housing Provider reflects our commitment to expanding our housing services. While awaiting the outcome, this step positions us to better address community housing needs.

4. Social Housing Growth Fund Application:
Lodging a $30 million Housing application through the Social Housing Growth Fund with Vic Homes signals our dedication to addressing housing challenges in the community.

5. Establishment of Rumbalara Housing Limited:
Registering a new Housing entity, Rumbalara Housing Limited, reinforces our commitment to providing quality housing solutions and managing housing initiatives.

6. Acquisition of Land and Buildings in Mooroopna:
Sourcing new land and buildings in Mooroopna, with a five-year peppercorn lease arrangement, sets the stage for future organisational growth and expansion.

7. Success with Funding Applications:
Successful funding applications have been secured for various projects, including the refurbishment of the new corporate office and the purchase of machinery for the Starrit Road Farm, showcasing our ability to garner support for essential initiatives.

8. Refurbishment of Temporary Portable Offices:
Refurbishing temporary portable offices demonstrates our adaptability to immediate needs, ensuring adequate infrastructure to accommodate a growing staff.

9. Negotiation for Ownership of Independent Living Units: Negotiating complete ownership of the 19 independent living units is underway, securing long-term assets for the organization and promoting stability in housing services.

Housing Services

Service Overview

Our Housing Services Programs encompass a range of initiatives aimed at addressing various housing needs within the community.

These programs include:

1. **Rumbalara Community Housing:**
   - Providing safe and affordable housing options within the community.
2. **Housing & Homelessness Support:**
   - Offering assistance and support to individuals facing housing challenges or homelessness.
3. **Emergency Relief:**
   - Providing immediate support to those in urgent need, particularly during crises.
4. **FNGAP – First Nations Gambling Awareness:**
   - Focusing on awareness and support for individuals dealing with gambling-related issues within the First Nations community.
5. **IHSHY – Support for Homeless, or at Risk of, Homelessness Youth:**
   - Tailored support for homeless youth or those at risk of homelessness, addressing their unique needs.
6. **APRAP – Aboriginal Private Rental Program:**
   - Facilitating access to private rental options for individuals within the Aboriginal community.
7. **HFRP – Homelessness Flood Recovery Program:**
   - Providing recovery support to individuals affected by homelessness due to natural disasters, particularly floods.

These programs collectively form a comprehensive approach to housing, offering diverse solutions to meet the specific needs of individuals and families in our community.

Housing & Homelessness Overview

The Housing Services team tirelessly advocates for secure housing in the face of community disadvantage and a severe lack of affordable short and long-term housing options.

Key achievements include:

- 141 support periods, with 98 new support periods initiated.
- 17 transitional housing tenancies.
- 26 successful long-term housing outcomes.
- 2 Kids Under Cover Units implemented.

IHSHY Program

The IHSHY program effectively connects homeless or at-risk youth with specialized health and other supports, focusing on improving their overall well-being. Activities include individual support, mentoring, and group initiatives, collaborating with other services for comprehensive support

Emergency Relief Program

During the 2022-2023 financial year, the Rumbalara Emergency Relief program provided assistance in 492 episodes, supporting the community in times of need.

NOTABLE HIGHLIGHTS

A successful Movie Night for Families, attended by fifty-two community members, funded by the Youth Affairs Council Victoria.

Collaboration between IHSHY and FNGAP programs to design, create, and present a possum skin cloak to the Elders at Ford Road, involving young people in the process.

FNGAP Program

Funded by the Victorian Responsible Gambling Foundation, the FNGAP program aims to minimize the impact of gambling harm on the community and their families. Key activities include:

- Rumbalara Fishing Competition.
- Celebrating NAIDOC.
- Providing financial counseling referrals.
- Participating in VRGF network, education, and training sessions.
- Collaborating with IHSHY on Youth Movie and Possum Cloak projects.

Aboriginal Private Rental Assistance Program (APRAP)

Rumbalara has successfully accessed the APRAP program, set to launch soon. This program supports increased access to the private rental market and the sustainability of tenancies for Aboriginal community members. Two full-time roles will provide practical assistance alongside real estate agents and renters, promoting long-term housing outcomes.

Homelessness Flood Response Program

In response to the devastating October '22 floods, Homes Victoria funded Rumbalara to provide Intensive Case Management support and packages to affected households. The program has ongoing case management supports, assisting with housing access, short-term accommodation, referrals, advocacy for specialist supports, and obtaining household goods.

As the flood recovery phase progresses, Rumbalara remains engaged with other agencies, forward planning for future community needs and ensuring a quick and coordinated response to potential natural disasters.

Rumbalara Community Housing

With a portfolio of 54 long-term residential properties, Rumbalara is participating in a repairs and maintenance package funded by the Victorian Government through Homes Victoria and the Big Housing Build stimulus. Achievements include:

- Obtaining 2 Kids Under Cover units.
- Initiating an Energy Efficiency package with solar panels introduced to several homes.
- Ongoing repairs and maintenance to improve amenities and general conditions.
- Expenditure of $1,016,548.00 to date, with further property upgrades planned.
- Continuous advocacy for additional housing for Aboriginal community members in the Goulburn Valley, addressing challenges of disadvantage, affordability, and housing availability shortfalls.

Pictured:
Starritt Rd Farm Team

Pictured:
Maintenance, Starritt Rd Team, IT & Housing

Family & Engagement Services

Susan Williams

Executive Manager

Program Overview

Engagement and Family Services offers diverse support and service programs, covering preventative measures, early intervention, case management, intensive support, and out-of-home care for children and carers.

Year reflection

One Family Services Specialist Disability Practitioner (FSSDP) managed 65 referrals, comprising 52 adults and 46 children, from July 2022 to June 2023.

FSSDP focused on enhancing the capabilities of Rumbalara's family service staff to navigate NDIS processes, resulting in 36 successful NDIS access requests and 9 Early Childhood Intervention plans for children under 5.

The Putting Families First Program, operational since August 2022, supported 26 families. Research indicated a majority of eligible families were Aboriginal, and the program has upheld this trend, working with 139 clients across 26 cases.

Key findings emphasise working at the family's pace, supporting self-identified goals, and providing holistic family system support.

The Cradle to Kinder Program (C2K) engaged with 15 families, managing 29 children, and achieved positive outcomes such as school enrollment and parental employment.

Koorie Supported Playgroups (KSP) supported 17 families and 24 children, providing weekly sessions and engaging in various activities.

The Nangarna Children and Schooling Program served 39 students (24 males, 15 females) with activities focused on numeracy, literacy, and Aboriginal culture.

The Aboriginal Family Led Decision Making Program had 55 referrals, conducting 101 meetings with 57 families. Overall, the Family Services program engaged 180 clients, with 107 families in the Intensive Family Support (IFS) and 6 in the Intensive 200 hours.

Boorai Family Response (FPRR) assisted 41 families, emphasising Triple P facilitation and in-home support. The foster care team, managing 12 foster carer families, provided care for 34 children with a focus on recruitment, retention, and cultural sensitivity. Challenges included a growing trend of referrals for children with complex needs.

Rumbalara First Supports faced staffing issues but accepted referrals, working with the Department of Families, Fairness, and Housing to provide support. The Foster Care team unveiled new branding, continuing recruitment efforts and collaboration with other agencies for updated training.

The Senior Aboriginal Cultural Planning Advisors ensured cultural plans for Aboriginal children in out-of-home care and addressed challenges in identifying cultural links. Targeted Care Packages supported 10 families, and the Better Futures program assisted 23 cases, including 16 Home Stretch clients aged 18-21.

Kinship actively participated in Transition of Aboriginal Children (TAC) meetings, reaching 64 young people across 37 placements.

The Galnya Yarka program is in the setup phase, awaiting Child Protection's appointment of an allocated practitioner.

Throughout, staff commitment and engagement were evident, supporting families and children across diverse programs and challenges.

Achievements

The Family Services Specialist Disability Practitioner (FSSDP) played a crucial role in enhancing staff capacity and assisting families in navigating disability-related systems and paperwork to comprehend NDIS. The FSSDP actively engaged in targeted capacity-building activities and promotional events throughout the fiscal year. Observations indicate an increased skill level among staff and heightened community engagement. The FSSDP also facilitated various activities, distributing 624 promotional packs among 996 participants.

Achievements of Putting Families First:

- Successfully reunited a young Aboriginal person, previously under a Care by Secretary Order for an extended period.
- Supported an Aboriginal mother, ensuring she remained out of custody for nearly 12 months, marked by minimal police contact. The client completed the CISP (intensive Bail) & Complex Needs Program through DFFH.
- Aided in the closure of Child Protection investigations, identifying Rumbalara as a strong support network and a Protective Factor for families, preventing further interventions.
- Assisted a mother in completing her Community Corrections Order after many years.
- Enhanced engagement with education and adult employment.

A noteworthy observation is the growing interest in self-referral to the pilot program by multiple family and community members.

Programs Delivered

Koorie Supported Playgroups (KSP):

Supports mothers with young children in social interaction, education, and links with maternal child health.

Assists parents in transitioning their children to school.

Nangarna Homework Program (Children and Schooling):

Provides after-school homework sessions four nights a week for students needing assistance.

Offers support for students disengaged from education, requiring a referral for access.

Koorie Families First Educators (KFFE):

Works with families at home, employing evidence-based practices.

Empowers parents through Triple P training to address age-appropriate child-rearing practices.

Integrated Family Services:

Empowers and advocates for families requiring support to address parenting and family issues.

Intensive 200 Hours:

Offers intensive in-home support via case management to prevent child removal.

Putting Families First (PFF):

A pilot program in Goulburn, one of two sites in Victoria. This initiative, called PFF, operates through a consortium including FamilyCare, The Bridge Youth Service, and OzChild. Eligibility for PFF includes young people under 19 who have been under a Youth Justice Order in the past year, and mothers who have been in custody during the same period. The program's focus is on fostering connections, whether to culture, education, family, or other areas where families may require support

Aboriginal Family Led Decision Making (AFLDM) Program:

Supports families in making decisions for children's safety, ensuring cultural needs are met so they remain connected to family.

Cradle to Kinder (C2K):

Provides intensive case support from pregnancy until the child turns four.

Boorai Family Response (Family Preservation Reunification Response):

works in collaboration with parents that have had their children returned to their care. The work undertaken has a major focus on child and family safety and offer a range of supports to ensure the reunification phase is successful and uses therapeutic intervention to support family members.

Family Services Specialist Disability Program:

Assists families facing challenges in accessing disability support, focusing on NDIS support.

Aims to build capacity by establishing community networks for enhanced family and worker support.

Kinship First Supports:

Provides Kinship Care comprehensive Part B Assessments to ensure placements stability and identify needs for financial and family services support.

Kinship Care (Contracted Case Management):

Supports children on protective orders by working with carers to maintain safety and wellbeing.

Foster Care:

Recruitment and Accreditation of Carers. The program provides short to long term care for those unable to live at home ensuring a safe, nurturing and culturally appropriate care for Aboriginal children and young people.

Targeted Care Packages (TCP):

Provides individual packages addressing health, wellbeing, education, and cultural connections for children and young people. Customised care packages to reduce residential care placements, prioritising Aboriginal children.

Galnya Yarka 'Beautiful Child' (Aboriginal Children in Aboriginal Care) :

ACAC program for Aboriginal children and young people under a Children's Court protection order in Victoria.

Authorises Aboriginal agencies for case management under Section 18 of the Children, Youth, and Families Act 2005.

Better Futures Support Services:

Assists young people transitioning from care to adulthood until age 21, covering housing, health, education, employment, and cultural connections.

Cultural Support Plans:

Mandatory plans for Aboriginal children in out-of-home care, addressing educational, medical, and cultural needs.

Home Stretch:

Supports Victorian young people in care until age 21, aiming for a smooth transition to adulthood.

Total of Programs:

18

Foster Care Team Achievements

Over the past year, the foster care team demonstrated flexibility and creativity in addressing the unique needs of children and young people in care. The team prioritized stability within placements while nurturing cultural connections and supporting client well-being.

The team unveiled new branding during the NAIDOC family day event after a year of planning. Future plans include a collaborative recruitment campaign with the communications team and Fostering Connection, featuring a social media campaign and informational sessions aligned with the "Play a Part" theme.

Better Futures Program Success

The Better Futures staff successfully supported a client in entering a detox and rehabilitation center.

This motivated the client, who had her child removed, to complete the rehabilitation program, leading to the reunification of mother and child.

Kinship Program Milestones

The Kinship program reached full capacity, providing case management services for 70 young people. Notable outcomes include four young people returning to parental care after extended periods in the Child Protection system.

The program facilitated the return of a young person to their mother after eight years and the withdrawal of Child Protection intervention. Sibling groups were successfully reunified with their father after six years, highlighting the effectiveness of Rumbalara's wrap-around services.

Over the past 12 months, one Return to Country and 12 On Country experiences were completed, emphasising the ongoing commitment to Aboriginal children in out-of-home care placements.

Steps Toward Achieving Our Strategic Plan

The Engagement and Family Services strategic plan aimed to establish the Aboriginal Children in Aboriginal Care (ACAC) initiative, and we are pleased to report significant progress. All necessary staff has been successfully recruited into the Galnya Yarka Team, with completion of mandatory training.

The Galnya Yarka Leadership Group's Terms of Reference, delegation structure, and draft policies have been developed and are awaiting approval. The group is scheduled to convene before the end of September 2023 for endorsement. Once approved, a meeting will be scheduled with child protection to discuss the referral process and the transfer of cases to the Galnya Yarka team, set to commence in the first week of October 2023.

In anticipation of growth and enhanced community engagement, we have planned a move to new premises in January 2023. The decision to relocate was made after determining that our current facilities were insufficient to accommodate all programs under the Engagement and Family Service profile. This move will provide the necessary space for program expansion and community visits to our premises.

Community Support Activities

Nangarna Homework Program: At the close of the 2022 school semester, the Nangarna Homework Program celebrated with an end-of-year presentation. Parents, carers, and 180 children attended the event, where students were honored with trophies for their year-long achievements. Parents expressed pride in witnessing their children receive recognition for their hard work and dedication.

Bush Revival Day: Following extensive planning involving collaboration with Greater Shepparton City Council, Parks Victoria, and River Connect, a Bush Revival Day was successfully organized by the children and schooling program. The event addressed the issue of illegal tree cutting, drawing participation from approximately 200 students representing schools such as Greater Shepparton Secondary College, Guthrie Street Primary, and Wunghnu Primary School.

The day featured educational components on fire safety, tree planting, arts and crafts, ecological systems, spiders, and bugs. Positive feedback from schools and attendees highlighted the event's success. Land Management supported the day, providing demonstrations and ensuring ample food, fruit, and water for all attendees.

Community Support Activities

NAIDOC Week Activities

All staff actively participated in NAIDOC Week activities, facilitating engaging experiences for children and promoting the Foster Care program. The Specialist Disability Program distributed promotional items and information within the community, contributing to the NAIDOC Family Day at Rumbalara site in Mooroopna.

Better Futures Program

Two young volunteers from the Better Futures program played a significant role in supporting various activities during NAIDOC Week. The children enjoyed visiting stalls and participating in diverse activities facilitated by program staff. A dedicated storytelling area, featuring comfortable cushions, proved to be a major success. Additionally, six young individuals in out-of-home care, as part of a project facilitated by Housing, created a possum blanket for the Elders at the Aged Care Facility.

Justice Program Support

Staff actively supported the Justice Program's school holiday activities and a movie night hosted by Housing.

Pictured:
Family & Engagement Services

Pictured:
Family & Engagement Services:
Galnya Yarka (Beautiful Child) Team

People & Culture

Neil Maher

Executive Manager

Overview

This annual report provides a concise overview of the key activities and achievements of the Human Resources, Workforce Development and Workplace Health & Safety Teams over the past year.These teams play a pivotal role in shaping our workforce, fostering employee growth, and ensuring a safe and healthy work environment.

During this reporting period the People & Culture teams have demonstrated remarkable achievements in employee recruitment, staff development, and safety. People & Culture continue to play a crucial role in building a resilient, engaged, and safe workforce that contributes to the ongoing success of our organisation.

Looking forward, we will continue to invest in these areas to sustain and enhance our organisational performance.

Workforce Health & Safety

The Rumbalara Aboriginal Co-operative Ltd. WHS Unit is responsible for advising the organization on matters related to staff health and safety, in compliance with Victorian Occupational Health and Safety Legislative requirements. The Unit also handles Return-To-Work and injury management across the business, managing the company's WorkCover portfolio.

In the past twelve months, the unit has undergone significant changes with the appointment of Manager Mitchell Dunn and Coordinator James Woods. During this period, RAC has enlisted the services of Injury Management Group Aegis and facilitated the transition of RAC's WorkCover agent from EML to DXC, resulting in improvements in claim management and communication. Mr. Woods and Mr. Dunn have notably enhanced return-to-work rates and outcomes compared to historical levels.

The unit is actively working on the development of a sustainable OHS Management System and anticipates the implementation of the new ICT program rollout to further enhance the reporting culture among staff throughout the cooperative.

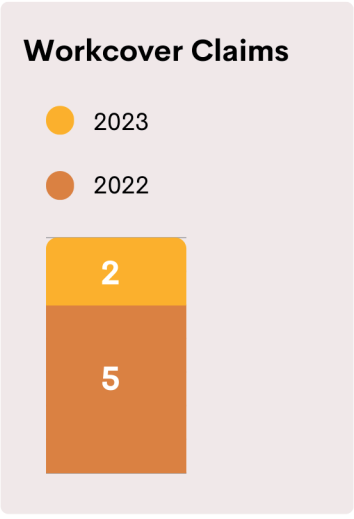
WHS has also contributed to various initiatives across the organization, including safety training programs such as Anti-Bullying Training, Chainsaw Safety, Landscaping Equipment Safety Training, Manual Handling and 'No-Lift' Training, Sharps Injury Prevention Training, Home Visit Safety Training, OHS for Managers & Supervisors Training, and Child Restraint Safety Training, among others.

Current WorkCover Claims:

- Currently, there are 2 open active claims.

This time last year:

- There were 5 open claims.



Over 64% increase in reporting on the previous year (representing a much-improved reporting culture for RAC and improvement in safety climate of the co-operative. This does not mean an increase in incidents and near-misses, but rather a greater openness to talking about hazard reduction).

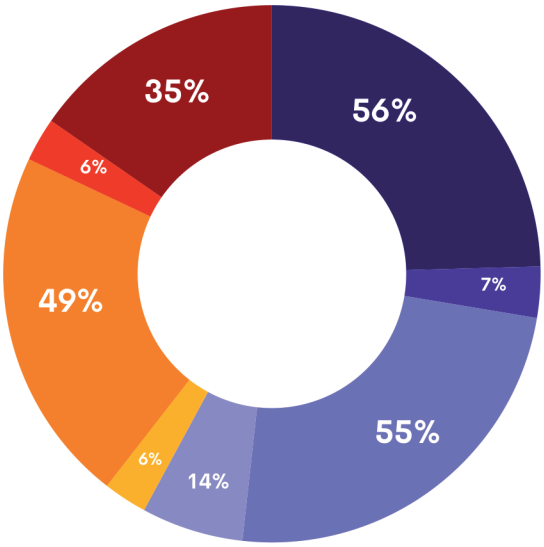
2022-2023 Stats:

Workforce Development

The Workforce Development (WFD) Team was developed to "Revitalise, strengthen and embed Culturally appropriate and Traditional practices to ensure a positive, safe and respectful workforce".

Our goals are to ensure that our workforce is supported through a journey of professional and personal development that ensures a culturally safe & supportive environment for growth. We will strive to ensure that all our staff have the skills and support that they need to do their job to the best of their ability and enable them to assist the community in a knowledgeable, considerate manner.

Workforce Development strives to "Create, identify and build future leaders within our workforce to continue the cultural knowledge and wisdom from our Elders through to our Young people". We develop campaigns, attend job expos and interact with stakeholders in the education and health sector to encourage future leaders to look to Rumbalara Aboriginal Cooperative as an employer of choice.



- 48 staff have begun tertiary education
- 19 Staff have completed tertiary education
- 157 Staff have completed Bullying & Harassment Training
- 58 Staff attended a Burnout Seminar
- 17 Staff attended Fire Warden training
- 140 Staff are accredited First Aiders
- 17 Staff are accredited ATSI Mental Health First Aiders
- 99 Staff attended Cultural Competency Training

Community Support Activities

The Workforce Development and Human Resources team attended the following careers expos:

- Greater Shepparton Super School Careers Club – 7th March 2023
- Ganbina Indigenous & Torres Strait Islander Careers Night – 3rd May 2023
- "Ask That" Care Sector Recruitment Event – 26th May 2023
- GV Koorie Big Day Out 22nd June 2022

4
Cert III Agriculture Trainees 2021

Cert III Horticulture
One staff member has successfully completed a work experience program with the maintenance team. We will continue this support into a traineeship with RAC over the next 2 years.

162
Staff across the organisation have tertiary education

17
Staff attended Fire Warden training – 6%

19
Staff attended Cultural Competency Training – 35%

48 **staff have begun tertiary education in the 2022-2023 FY**

Human Resources

The Human Resources Team are very proud of our own Stephanie Buckworth who successfully completed her Certificate IV in Human Resources Management in June this year. Steph is a great example of the opportunities offered by Rumbalara.

Steph's Journey so far..

2021

Casual Administration Assistant (Sep – Jan)

2022

Human Resources Support Officer Trainee - undertaking the Certificate IV in Human Resources Management

2023

After successfully completed her traineeship & study, was offered a full time, ongoing position as a People & Culture Officer

2024/2025

Plans to undertake the Diploma of Human Resource Management.

With the projected forecast of RACs growth over the next 15 years, the professional development within the HR department is crucial to ensure we stay up to date with industry trends, regulations, and best practices. It will also help develop new skills and knowledge to excel in our roles. To support this continued growth and build capability and capacity within the team a further two members of the team recently commenced the Diploma of Leadership & Management and will be due to graduate in 2024.

Our Priorities

OUR TEAM

Empowering the team with the information & support that they need to connect deeply with their positions, and realise the importance of their role and the power that they have to make a difference to the community of people that we serve.

OUR RELATIONSHIPS

Working with staff & external partners to always have the best interests of our community at the forefront of their interactions with us and to have Aboriginal people at the table during the decision-making process.
Making sure that non-indigenous staff are empathetic & culturally aware of the issues and challenges many members of community face by providing targeted and focused mandatory training & review processes.

OUR CULTURE

We facilitate & encourage Cultural Awareness Training & we are looking at complimentary training to support the embedding of providing a Culturally safe workplace.

All training that we encourage is looked at through a Cultural lens with the priority given to those who consider Cultural Safety a matter of importance.
Use of Rumbalara facilities with Rumbalara staff only as participants given priority over using external training facilities.
Engagement with our Cultural Advisors on a regular basis.

OUR FUTURE

Having Rumbalara seen as the "Employer of Choice" for Aboriginal people living on Yorta Yorta land that proves time & time again that it is making a difference in the Health & Wellbeing of the community, with considered, measured, successful outcomes.

Having representatives from Rumbalara considered a priority at the table during decision making processes initiated by Government & funders alike.

OUR BUSINESS

Improving Rumbalara's reputation in the wider community by consistently promoting and communicating our achievements, past & present, and creating an even stronger sense of pride and connection for all community members.

Pictured:
People & Culture team

Finance

Graham Truran

Chief Financial Officer

Overview
We provide accounting services to help manage our programs in Health & Wellbeing, Engagement and Family Services, Justice and Community Services, Positive Ageing, Disability Services, and Elders Facility.

We continue to support the Board and the Executive Management team by providing and monitoring RAC's Income Statement, Balance Sheet, and Cashflow. Next year, we will also take on accounting responsibility for the newly formed Rumbalara Housing Ltd.

Our income has grown by 22% this year, and while this keeps us very busy, it is also enjoyable to be part of the success. We appreciate the leadership from Felicia and the Executive Management team, the assistance from our colleagues across RAC, and the support of the Audit Committee and the Board.

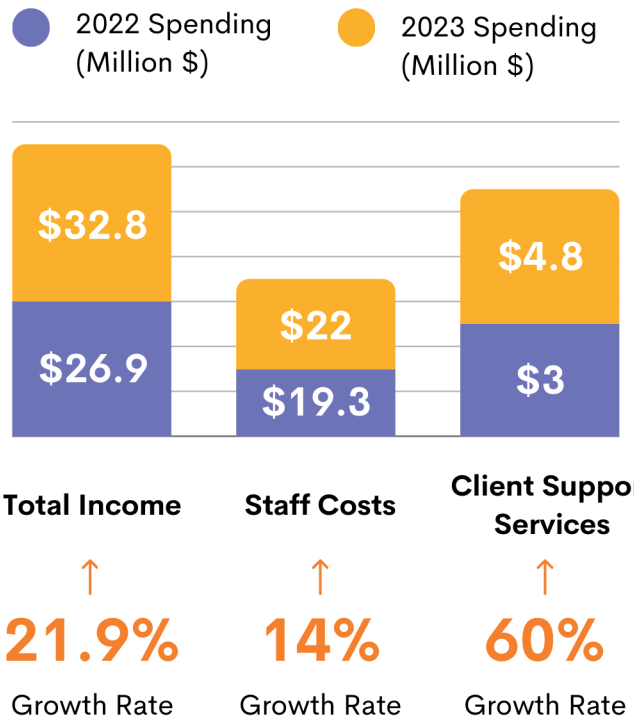
Audit Updates
This year we welcome a new firm of external auditors, RSM Australia Partners. Our previous auditors had been with us for 5 years, a new team brings a fresh approach.

Processes
We are reviewing our processes, aiming to automate more activities providing more efficient ways of working and better controls.

Planning is almost complete for the implementation of a Corporate Purchase Card system speeding up our responses to urgent community needs, followed by rolling out an electronic Purchase Order system and implementation of a Fleet management system.

"We have been successful with a major overhaul of our financial Master Data in preparation for the implementation of more automated processes. We have also completed the first phase of implementation of a Business Scorecard for our key financial data".

KPI Scorecard



Total Income	Staff Costs	Client Support Services
↑	↑	↑
21.9%	14%	60%
Growth Rate	Growth Rate	Growth Rate

Steps Towards Our Strategic Plan
We are on track to implement the required processes and tools needed to launch the Rumbalara Housing Ltd. With a strong Balance Sheet with good cash reserves and a solid investment in Property, Plant and Equipment we have an excellent base as we implement our strategic plan.

Community Support Activities
During significant events such as NAIDOC week or our Community Christmas, our team supports RAC staff to deliver these events.

Pictured:
Finance Team

Rumbalara Aboriginal Co-Operative Ltd

ABN 84 530 647 942

Financial Statements for the year ended 30 June 2023

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RUMBALARA ABORIGINAL CO-OPERATIVE LTD

ABN 84 530 647 942

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RUMBALARA ABORIGINAL CO-OPERATIVE LTD

ABN 84 530 647 942

Directors' Report
For the year ended 30 June 2023

The directors present their report, together with the financial statements of Rumbalara Aboriginal Co-Operative Ltd ("RAC") for the year ended 30 June 2023.

Directors

The following persons were directors of RAC during the whole of the financial year and up to the date of this report, unless otherwise stated:

Gregory James
Eric Egan
Marie Barbance
Robert Britten (resigned 08 December 2022)
Pamela Pederson
Cindy McGee
Raymond Ahmat (resigned 05 May 2023)
Suzanne Nelson (appointed 08 December 2022), (resigned 21 July 2023)

Review of operations

The deficit of RAC after providing for income tax amounted to $116,581 (2022: restated deficit of $3,846,668).

Principal activities

The principal activity of RAC during the financial year was the provision of health, wellbeing and social services to members of the Aboriginal Community in the Goulburn Valley Region.

No significant changes in the nature of RAC's activities occurred during the financial year.

Significant changes in the state of affairs

There were no significant changes in the state of affairs of RAC during the financial year.

Matters subsequent to the end of the financial year

On 12 July 2023 Rumbalara Housing Limited ("the company") was established as a company limited by guarantee. RAC is the sole member of the company. As a result, from date of incorporation of the company, RAC will be required to prepare consolidated financial statements.

RAC was also registered as a member of the National Redress Scheme on 6 December 2023.

No other matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect RAC's operations, the results of those operations, or RAC's state of affairs in future financial years.

Likely developments and expected results of operations

Information on likely developments in the operations of RAC and the expected results of operations have not been included in this report because the directors believe it would be likely to result in unreasonable prejudice to RAC.

Environmental regulation

RAC is not subject to any significant environmental regulation under Australian Commonwealth or State law.

Dividends

No dividends were paid or declared during the financial year (2022: Nil).

Shares and contributions on winding up

RAC is registered as a co-operative without shares under the Co-operatives National Law (Vic).

As such there are:

- no member guarantees;
- or no shares under option; and
- no ordinary shares of RAC issued on the exercise of options.

Directors' Report
For the year ended 30 June 2023

Information on directors

Gregory James	Chairperson
Qualifications	Diploma of Teaching, Diploma of Teaching Technology, Councilor City of Greater Shepparton, Builder, Justic of the Peace
Experience and expertise	Board of Director 5 years at Rumbalara, Councilor with City of Greater Shepparton 3 years.
Special responsibilities	Clinical Governance Committee

Eric Egan	Vice Chairperson
Experience and expertise	Hume Region Department of Justice, 3 years; Employed at MADEC, 6 years; Currently employed by Vic. Police; Dhelk Dja (previously IFVRAG), 8 years; Campaspe Shire Youth Services Network Committee, 6 years; Marrung Wurreker (Education), 5 years; Aboriginal Workforce Development Strategy Group (Employment) 3.6 years; GOTAFE Aboriginal Community Advisory Committee; Previously a Hume RAJAC and Shepparton LAJAC member.

Marie Barbance	Board Member
Qualifications	Certified OHS Practitioner; Diploma in OHS; Cert IV in OHS; Cert IV in Training and Assessment
Experience and expertise	27+ years in the Health Industry Nursing and Educator/ facilitation; 4 years Rumbalara Aboriginal Co-operative; Currently employed by City of Greater Shepparton Director Aboriginal Advancement League, 3 years; Director of the Torch Programme, and Currently on Rumbalara Board of Directors since October 2020.
Special responsibilities	Finance, Risk and Audit Committee

Robert Britten	Board Member
Qualifications	Diploma of Business; Governance Training; Level 2 First Aid
Experience and expertise	Director at Adult Community and Further Education 4 years; Committee of Management VAEAI 3 years.
Special responsibilities	Chair – Finance, Risk and Audit Committee (ceased 8/12/2022)

Pamela Pederson	Board Member
Experience and expertise	Currently sitting on various courts in Melbourne and Shepparton, held these positions since 2005 (Melbourne Magistrates, Lorrie Court, County Koorie Court, Melbourne and Heidelberg Children's Koorie Court, Shepparton County Koorie Court, Shepparton magistrates Koorie Court, Shepparton Children's Koorie Court; Member of the Adult Parole Board.

Cindy McGee	Board Member
Qualifications	Certificate IV in Health, AOD & MH, Advanced Diploma in Leadership & Human Resources, Bachelor Degree in Business and Graduate Certificate in Management
Experience and expertise	Over 20 years' experience in Leadership & Management, 10 years as a nurse and over 8 years in Social Welfare; Previously employed at Rumbalara for 7.5 years in areas of Social Emotional Wellbeing, Justice & Community Services, Empowering Woman and Children, Strategy & Policy, and special projects. Previously employed at BDAC as Director of Community Health and Wellbeing, and Executive Director of Program Delivery. Currently Director of Program Delivery. Currently Director of Health and Aged Care – Njernda. Currently board member of Bangarang Aboriginal Corporation.
Special responsibilities	Chair – Finance, Risk and Audit Committee (commenced 8/12/2022)

Raymond Ahmat	Board Member
Qualifications	Diploma of Management, Advanced Diploma of Business, Qualified Mediator (VACCA)
Experience and expertise	Welfare Manager at Percy Green Centre 2 years, Operations Manager – VACCA 5 years, CEO-ACES 3 years, Manager-Family, Justice & D&A services at Rumbalara 9 years, Program Manager – AWAH 7 years; Board member/ Chair Vict. Aboriginal Legal service 2 years.

Information on directors (cont.)

Suzanne Nelson	Board Member
Qualifications	Certificate of Completion DRUMBEAT Facilitator Training, CRAF Training, Cognitive Behavioral Therapy Training, Ice: Training for Frontline Workers 6 Modules, 1st Aid Certificate, Diploma of Community Services, Mental Health First Aid Instructor, Certificate III, Community Services Work
Experience and expertise	Enrolled Nurse, Alcohol and other Drugs Therapeutic Clinician, Aboriginal Hospital Liaison Officer, Outreach Worker, Grief and Trauma Counsellor & AOD Support Worker, Family Support Worker, Family Aid Unit Coordinator.
Special responsibilities	Clinical Governance Committee

Co-operative secretary

Edel Conroy has held the role of co-operative secretary since 29 July 2019.

Edel Conroy	Co-operative Secretary
Qualifications	Bachelor of Commerce; Member of the Australian Institute of Company Directors
Experience and expertise	Highly skilled, experienced finance, risk and governance executive with over 25 years' experience across the private, public and NFP sectors. Edel has held various senior executive positions as well as positions on various Boards as Director and extensive experience as Company Secretary. Consulting on Governance, Risk and Change Management, a Director of First Nations Health, Myanmar Atlantic Pearling Co., and Touchtile Pty Ltd.
Special responsibilities	Finance, Risk and Audit Committee

Meetings of directors

The number of meetings of RAC's Board of Directors ('the Board') held during the year ended 30 June 2023, and the number of meetings attended by each director were:

	Board Meetings	
	Eligible	*Attended*
Gregory James	8	6
Eric Egan	8	7
Marie Barbance	8	8
Robert Britten	3	1
Pamela Pederson	8	5
Cindy McGee	8	6
Raymond Ahmat	6	3
Suzanne Nelson	5	3

Indemnity and insurance of officers

RAC has indemnified the directors and executives for costs incurred, in their capacity as a director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, RAC paid a premium in respect of a contract to insure the directors and executives of RAC against a liability to the extent permitted by the Co-operatives National Law (Vic). The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Indemnity and insurance of auditor

RAC has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of RAC or any related entity against a liability incurred by the auditor.

During the financial year, RAC has not paid a premium in respect of a contract to insure the auditor of RAC or any related entity.

Directors' Report
For the year ended 30 June 2023

Proceedings on behalf of the co-operative

No person has applied to the Court under Co-operatives National Law (Vic) for leave to bring proceedings on behalf of RAC, or to intervene in any proceedings to which RAC is a party for the purpose of taking responsibility on behalf of RAC for all or part of those proceedings.

Auditor's independence declaration

A copy of the auditor's independence declaration as required under Section 283 of *Co-operatives National Law Application Act 2013 (Victoria*) and Section 60-40 of the *Australian Charities and Not for Profits Commission Act 2012* is set out immediately after this directors' report.

This report is made in accordance with a resolution of directors.

On behalf of the directors

Eric Egan
Vice chairperson

Cindy McGee
Board member

Dated this 21st day of December 2023

AUDITOR'S INDEPENDENCE DECLARATION

RSM Australia Partners

12 Anderson Street West, Ballarat VIC 3350
PO Box 685 Ballarat VIC 3353

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www.rsm.com.au

As lead auditor for the audit of the financial report of Rumbalara Aboriginal Co-operative Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the *Co-operatives National Law Application Act 2013* and Division 60 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.

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RSM AUSTRALIA PARTNERS

John Findlay

JOHN FINDLAY
Partner

Ballarat, Victoria
Dated this 21st day of December 2023

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RSM Australia Partners ABN 36 965 185 036

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Statement of Profit or Loss and Other Comprehensive Income
For the year ended 30 June 2023

	Note	2023 $	2022 $ (Restated)
Core revenue	2.1	31,965,879	25,595,981
Other revenue	2.2	980,918	959,031
Other income	2.3	439,097	311,077
Employee benefits expense	3.1	(21,817,938)	(19,390,609)
Operating expenses	3.2	(9,989,591)	(6,986,559)
Finance costs	3.3	(55,932)	(39,973)
Depreciation	4.3	(1,676,816)	(1,680,373)
Surplus/(deficit) on disposal of property, plant and equipment		37,802	(2,615,243)
Deficit before income tax expense		**(116,581)**	**(3,846,668)**
Income tax expense		-	-
Deficit after income tax expense		**(116,581)**	**(3,846,668)**
Other comprehensive income:			
Items that will not be reclassified subsequently to profit or loss			
Gain on revaluation of property, plant and equipment		-	64,411
Other comprehensive income for the year, net of tax		**-**	**64,411**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**(116,581)**	**(3,782,257)**

RUMBALARA ABORIGINAL CO-OPERATIVE LTD

ABN 84 530 647 942

Statement of Financial Position
As at 30 June 2023

	Note	2023 $	2022 $ (Restated)	1 July 2022 $
ASSETS				
Current Assets				
Cash and cash equivalents	6.1	13,024,807	20,416,468	15,957,681
Trade and other receivables	5.1	1,577,314	250,090	597,025
Financial assets	4.4	14,263,521	3,518,068	3,492,502
Other assets	5.2	40,270	77,950	66,950
Total Current Assets		**28,905,912**	**24,262,576**	**20,114,158**
Non-Current Assets				
Property, plant and equipment	4.1	25,919,427	25,122,441	28,879,999
Right-of-use assets	4.2	1,117,317	1,012,028	849,768
Total Non-Current Assets		**27,036,744**	**26,134,469**	**29,729,767**
TOTAL ASSETS		**55,942,656**	**50,397,045**	**49,843,925**
LIABILITIES				
Current Liabilities				
Trade and other payables	5.3	2,517,218	2,190,838	1,692,343
Employee benefits	3.4	2,165,138	2,199,782	2,728,526
Contract liabilities	5.4	21,525,945	15,992,447	11,813,668
Lease liabilities	6.2	496,813	400,984	511,317
Total Current Liabilities		**26,705,114**	**20,784,051**	**16,745,854**
Non-Current Liabilities				
Employee benefits	3.4	368,733	648,252	594,873
Lease liabilities	6.2	667,939	647,291	403,490
Total Non-Current Liabilities		**1,036,672**	**1,295,543**	**998,363**
TOTAL LIABILITIES		**27,741,786**	**22,079,594**	**17,744,217**
NET ASSETS		**28,200,870**	**28,317,451**	**32,099,708**
EQUITY				
Reserves	8.1	6,030,311	6,030,311	6,929,362
Retained earnings		22,170,559	22,287,140	25,170,346
TOTAL EQUITY		**28,200,870**	**28,317,451**	**32,099,708**

Statement of Changes in Equity
For the year ended 30 June 2023

	Retained earnings $	Asset revaluation reserve $	Community support fund $	Total $
2023				
Balance at 1 July 2022 (restated)	22,287,140	5,030,311	1,000,000	28,317,451
Deficit after income tax expense for the year	(116,581)	-	-	(116,581)
Balance at 30 June 2023	**22,170,559**	**5,030,311**	**1,000,000**	**28,200,870**
2022				
Balance at 1 July 2021	25,183,042	6,675,640	1,000,000	32,858,682
Effect of correction of prior period error	(12,696)	(746,278)	-	(758,974)
Balance at 1 July 2021 (restated)	**25,170,346**	**5,929,362**	**1,000,000**	**32,099,708**
Deficit after income tax expense for the year (restated)	(3,846,668)	-	-	(3,846,668)
Other comprehensive income for the year, net of tax	-	64,411	-	64,411
Derecognition on disposal of property	963,462	(963,462)	-	-
Balance at 30 June 2022 (restated)	**22,287,140**	**5,030,311**	**1,000,000**	**28,317,451**

RUMBALARA ABORIGINAL CO-OPERATIVE LTD

ABN 84 530 647 942

Statement of Cash Flows
For the year ended 30 June 2023

	Note	2023 $	2022 $ (Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from grants and clients (including GST)		40,813,816	33,803,326
Payments to suppliers and employees (including GST)		(35,022,761)	(28,544,406)
Interest received		40,563	81,484
Interest paid		(55,932)	(39,973)
Net cash provided by operating activities		**5,775,686**	**5,279,547**
CASH FLOWS FROM INVESTING ACTIVITIES			
Investment in term deposits		(10,745,453)	(25,566)
Purchase of property plant and equipment		(1,881,778)	(224,100)
Proceeds from disposal of property, plant and equipment		44,837	-
Net cash used in investing activities		**(12,582,394)**	**(249,666)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of lease liabilities		(584,953)	(591,978)
Net cash used in financing activities		**(584,953)**	**(591,978)**
Net (decrease)/increase in cash and cash equivalents held		(7,391,661)	4,458,787
Cash and cash equivalents at beginning of financial year		20,416,468	15,957,681
Cash and cash equivalents at end of financial year	6.1	**13,024,807**	**20,416,468**

The accompanying notes form part of these financial statements

Note 1 Summary of Significant Accounting Policies

The financial statements are for Rumbalara Aboriginal Co-Operative Ltd (“RAC”), a co-operative incorporated and domiciled in Australia.

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

New or amended Accounting Standards and Interpretations adopted

RAC has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

These general-purpose financial statements have been prepared in accordance with the Australian Accounting Standards – *Simplified Disclosures* issued by the Australian Accounting Standards Board ('AASB'), the *Co-operatives National Law Application Act 2013* and the *Australian Charities and Not-for-profits Commission Act 2012*, as appropriate for not-for-profit oriented entities.

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

The amounts presented in the financial statements have been rounded to the nearest dollar and the functional and presentation currency of RAC is Australian dollars.

The financial statements have also been prepared on a going concern basis.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying RAC’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in the relevant notes.

a) Co-operative details

The registered office and principal place of business are:

Registered office	*Principal place of business*
PO Box 614	20 Rumbalara Road
Mooroopna Vic 3629	Mooroopna Vic 3629

b) Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in RAC’s normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in RAC’s normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Note 1 Summary of Significant Accounting Policies (cont.)

c) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST components of investing and financing activities, which are disclosed as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the ATO.

d) Income tax

RAC is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

e) Economic dependence

RAC is dependent on the Victorian State Government and Australian Federal Government for the majority of its revenue. At the date of this report, the directors have no reason to believe the Victorian State Government and Australian Federal Government will not continue to support RAC.

f) Prior year restatement

During the year, a number of departures from Australian Accounting Standards were identified in the prior year comparative information. As these amounts were assessed as material to the financial report, a restatement has occurred of the 30 June 2022 balances.

- Disposals of property, plant and equipment were not processed in the accounts;
- Adjustments were required to AASB 16 *Leases* calculations;
- Grants and revenue streams were required to be reassessed and disclosed in accordance with AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-Profit Entities*; and
- Long service leave portability payments were not accrued.

	2022 $ Reported	2022 $ Restatement	2022 $ Restated
Statement of Profit or Loss and Other Comprehensive Income			
Revenue (core)	24,541,758	1,054,223	25,595,981
Other revenue	81,484	877,547	959,031
Other income	2,353,451	(2,042,374)	311,077
Employee benefits	(19,322,633)	(67,976)	(19,390,609)
Operating expense	(7,334,950)	348,391	(6,986,559)
(Deficit) on disposal of property, plant and equipment	-	(2,615,243)	(2,615,243)
Finance costs	(4,878)	(35,095)	(39,973)
Depreciation	(1,717,476)	37,103	(1,680,373)
Deficit before income tax	**(1,403,244)**	**(2,443,424)**	**(3,846,668)**

Note 1 Summary of Significant Accounting Policies (cont.)

f) Prior year restatement (cont.)

	2022 $ Reported	2022 $ Restatement	2022 $ Restated
Statement of Financial Position			
Trade and other receivables	247,877	2,213	250,090
Property, plant and equipment	28,343,889	(3,221,448)	25,122,441
Right-of-use assets	781,729	230,299	1,012,028
Total assets	**53,385,981**	**(2,988,936)**	**50,397,045**
Trade and other payables	2,120,649	70,189	2,190,838
Lease liabilities (current)	412,480	(11,496)	400,984
Lease liabilities (non-current)	402,522	244,769	647,291
Contract liabilities	16,082,447	(90,000)	15,992,447
Total liabilities	**21,866,132**	**213,462**	**22,079,594**
Reserves	7,740,051	(1,709,740)	6,030,311
Retained earnings	23,779,798	(1,492,658)	22,287,140
Total equity	**31,519,849**	**(3,202,398)**	**28,317,451**
Statement of Cash Flows			
Receipts from customers (inclusive of GST)	32,244,523	1,558,803	33,803,326
Payments to suppliers and employees (inclusive of GST)	(27,019,328)	(1,525,078)	(28,544,406)
Interest paid	(27,132)	(12,841)	(39,973)
Lease liability payments	(571,094)	(20,884)	(591,978)

Note 2 Funding Delivery of Our Services

The principal activity of RAC during the financial year was the provision of health, wellbeing and social services to members of the Aboriginal Community in the Goulburn Valley Region.

2.1: Core revenue
2.2: Other revenue
2.3: Other income

	2023 $	2022 $ (Restated)
Note 2.1: Core revenue		
State/federal government grants	30,656,220	24,488,862
Other government grants	266,037	49,640
Aged care revenue	474,049	509,327
Rental income	569,573	548,152
Total core revenue	**31,965,879**	**25,595,981**
Note 2.2: Other revenue		
Medical revenue	772,223	857,414
NDIS revenue	208,695	101,617
Total other revenue	**980,918**	**959,031**
Total revenue	**32,946,797**	**26,555,012**
Note 2.3: Other income		
Donations	5,000	-
Other income	150,279	229,593
Interest income	283,818	81,484
Total other income	**439,097**	**311,077**
Total revenue and other income	**33,385,894**	**26,866,089**
Disaggregation of revenue		
The disaggregation of revenue is as follows:		
Geographical regions		
Australia	32,946,797	26,555,012
Total	**32,946,797**	**26,555,012**

Revenue recognition

All revenue is stated net of the amount of goods and services tax (GST).

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which RAC is expected to be entitled in exchange for transferring goods or services to a client in accordance with AASB 15.

For each contract with a customer, RAC:

1. identifies the contract with our clients;
2. identifies the performance obligations in the contract;
3. determines the transaction price which takes into account estimates of variable consideration and the time value of money;

Note 2 Funding Delivery of Our Services (cont.)

Revenue recognition (cont.)

4. allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and
5. recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the client of the goods or services promised.

Grants

Grant revenue is recognised when RAC satisfies the performance obligations stated within the funding agreements and this is recognised as revenue in accordance with AASB 15.

If conditions are attached to the grant which must be satisfied before RAC is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a contract liability until those conditions are satisfied.

Where no specific performance obligations are identified in the grant agreement income is recognised on receipt in accordance with AASB 1058.

Service revenue

Service revenue for medical clinics, aged care and NDIS is recognised once RAC satisfies the performance obligations and this is recognised as revenue in accordance with AASB 15. Revenue is recognised at a point in time which is after the requested service has been provided to our clients.

Interest

Interest income is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument.

Rental income

Rental revenue is recognised over the period of the lease term as invoiced by RAC's property managers.

Donations

Donations and bequests are recognised as revenue when received.

Volunteer services

RAC has elected not to recognise volunteer services as either revenue or other form of contribution received. As such, any related consumption or capitalisation of such resources received is also not recognised.

Note 3 The Cost of Delivering Our Services

This section provides an account of the expenses incurred by RAC in providing key services. In Note 2, the funds that enable the provision of our services were disclosed and in this note the cost associated with provision of our services are recorded.

3.1: Breakdown of employee benefits expenses
3.2: Breakdown of operating expenses
3.3: Finance costs
3.4: Employee benefits in the statement of financial position

	2023 $	2022 $ (Restated)
Note 3.1: Breakdown of employee benefits expenses		
Wages and salaries	19,364,761	17,769,413
Superannuation	1,814,705	1,548,513
Workcover expense	522,258	222,650
Provision employee entitlements	(319,140)	(356,156)
Portable long service leave	120,004	67,975
Other employment costs	315,350	138,214
Total employee benefits expenses	**21,817,938**	**19,390,609**

Employee expenses include all costs related to employment including wages and salaries, temp staff, leave entitlements, related payroll taxes and recruitment costs.

Contributions are made by RAC to an employee's superannuation fund and are charged as expenses when incurred.

Note 3.2: Breakdown of operating expenses		
Short-term and low value lease expenses	28,827	132,312
Client services	5,010,479	2,766,528
Elders expense	261,150	274,905
Motor vehicle expenses	256,614	208,201
Property expenses – commercial	192,451	316,991
Property expenses – residential	122,852	19,870
Office expenses	1,052,481	904,530
ICT expenses	1,529,208	979,326
Professional fees	452,549	455,823
Repairs and maintenance	503,970	363,228
Staff expenses	583,810	536,977
Expected credit losses and bad debts	(4,800)	27,868
Total operating expenses	**9,989,591**	**6,986,559**

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as incurred.

Note 3.3: Finance costs		
Finance fees	4,012	4,878
Interest expense – leases	51,920	35,095
Total finance costs	**55,932**	**39,973**

Finance fees are recognised as an expense in the period in which they are incurred.

Interest expense is incurred on lease liabilities. Refer note 6.2 for further information.

Note 3 The Cost of Delivering Our Services (cont.)

	2023 $	2022 $ (Restated)
Note 3.4: Employee benefits in the statement of financial position		
Current		
Provision for annual leave	1,259,534	1,326,547
Provision for time in lieu	21,694	21,369
Provision for long service leave	883,910	851,866
Total current employee benefits	**2,165,138**	**2,199,782**
Non-current		
Provision for long service leave	**368,733**	**648,252**

Employee benefits recognition

Provision is made for RAC's liability for employee benefits arising from services rendered by employees to reporting date. These provisions are calculated under AASB 119 *Employee Benefits.*

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months of the reporting date are recognised in current liabilities in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are recognised in non-current liabilities, provided there is an unconditional right to defer settlement of the liability. The liability is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Critical accounting estimates and judgments: Employee benefits

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

Note 4 Key Assets to Support Service Delivery

RAC controls infrastructure and other investments that are utilised in fulfilling our objectives and conducting our activities. They represent the key resources to be utilised for delivery of those outputs.

4.1: Property, plant and equipment
4.2: Right-of-use assets
4.3: Depreciation
4.4: Financial assets

	2023 $	2022 $ (Restated)
Note 4.1: Property, plant and equipment		
Non-current		
Land		
Freehold land at cost	**7,834,160**	**7,381,000**
Buildings		
Buildings at valuation (2018)	22,528,077	22,876,237
Less accumulated depreciation	(7,664,808)	(6,913,784)
Total buildings	**14,863,269**	**15,962,453**
Total land and buildings	**22,697,429**	**23,343,453**
Plant and equipment		
Leasehold improvements at cost	59,879	59,879
Less accumulated depreciation	(50,146)	(45,280)
Total leasehold improvements	**9,733**	**14,599**
Plant and equipment at cost	4,970,308	7,358,376
Less accumulated depreciation	(4,208,040)	(5,935,499)
Total plant and equipment	**762,268**	**1,422,877**
Motor vehicles at cost	454,971	589,754
Less accumulated depreciation	(371,028)	(479,588)
Total motor vehicles	**83,943**	**110,166**
ICT equipment at cost	1,689,300	-
Less accumulated depreciation	(1,240,346)	-
Total ICT equipment	**448,954**	**-**
Fixtures, furniture and fittings at cost	927,192	-
Less accumulated depreciation	(751,386)	-
Total fixtures, furniture and fittings	**175,806**	**-**
Total plant and equipment	**1,480,704**	**1,547,642**
Work in progress at cost	**1,741,294**	**231,346**
Total property, plant and equipment	**25,919,427**	**25,122,441**

Note 4 Key Assets to Support Service Delivery (cont.)

Note 4.1: Property, plant and equipment (cont.)

Movements in carrying amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year is set out below:

	Freehold land $	Buildings $	Leasehold improvements $	Plant and equipment $	Motor vehicles $	ICT equipment $	Fixtures, furniture and fittings $	Work in progress $	Total $
2023									
Balance at 1 July 2022 (restated)	7,381,000	15,962,453	14,599	1,422,877	110,166	-	-	231,346	25,122,441
Additions	-	-	-	23,095	-	182,803	60,932	1,614,948	1,881,778
Transfers	453,160	(348,160)	-	(572,200)	1,496	431,903	138,801	(105,000)	-
Adjustments	-	2,916	-	(1,689)	1,691	-	-	-	2,918
Disposals (net)	-	-	-	-	(7,035)	-	-	-	(7,035)
Depreciation expense	-	(753,940)	(4,866)	(109,815)	(22,375)	(165,752)	(23,927)	-	(1,080,675)
Balance at 30 June 2023	**7,834,160**	**14,863,269**	**9,733**	**762,268**	**83,943**	**448,954**	**175,806**	**1,741,294**	**25,919,427**

Land and buildings carried at valuation

The freehold land and buildings were last independently valued at 30 June 2018 by Opteon.

While valuations were obtained by Acumentis during the 2023 financial year, management determined not to formally adopt these valuations given the impact of flooding which occurred post receiving the valuation reports when the 2022 floods hit the Goulburn region. The valuations reflected an overall increase in the value of land and buildings, but no adjustment was processed due to the possible negative impact of the floods. New valuations will be obtained at 30 June 2024.

Caveats over land and buildings

Numerous properties in the name of RAC have caveats over the title in the name of the various government bodies that assisted with the funding for their acquisition.

Note 4 Key Assets to Support Service Delivery (cont.)

Note 4.1: Property, plant and equipment (cont.)

Property, plant and equipment recognition

Each class of property, plant and equipment is carried at cost or fair value less, where applicable any accumulated depreciation and impairment.

Class of fixed asset	Method
Land	Fair value
Buildings	Fair value
Leasehold improvements	Cost
Plant and equipment	Cost
Motor vehicles	Cost
ICT equipment	Cost
Fixtures, furniture and fittings	Cost
Work in progress	Cost

Land and buildings are shown at fair value, based on periodic, at least every 5 years, valuations by external independent valuers, less subsequent depreciation and impairment for buildings. The valuations are undertaken more frequently if there is a material change in the fair value relative to the carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Increases in the carrying amounts arising on revaluation of land and buildings are credited in other comprehensive income through to the revaluation reserve in equity. Any revaluation decrements are initially taken in other comprehensive income through to the revaluation surplus reserve to the extent of any previous revaluation surplus of the same asset. Thereafter the decrements are taken to the net result.

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to RAC. Gains and losses between the carrying amount and the disposal proceeds are taken to the net result. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained earnings.

Impairment of assets

At each reporting date, RAC assesses the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. The assessment will include considering external sources of information. If such an indication exists, the recoverable amount of the assets, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

Where it is not possible to estimate the recoverable amount of an individual asset, RAC estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Note 4 Key Assets to Support Service Delivery (cont.)

	2023 $	2022 $ (Restated)
Note 4.2: Right-of-use assets		
Gross carrying amount and accumulated depreciation		
Non-current		
Property – at cost	468,612	814,446
Less accumulated depreciation	(104,726)	(322,282)
Total property right-of-use assets	**363,886**	**492,164**
Motor vehicle – at cost	1,790,009	837,455
Less accumulated depreciation	(1,036,578)	(317,591)
Total motor vehicles right-of-use assets	**753,431**	**519,864**
Total right-of-use assets	**1,117,317**	**1,012,028**

Reconciliations of the carrying amounts of each class of asset

	Property $	Motor vehicles $	Total $
Year ended 30 June 2023			
Balance at the beginning of year (restated)	492,164	519,864	1,012,028
Remeasurement of right-of-use asset	(10,514)	133,867	123,353
Additions	-	578,077	578,077
Depreciation expense	(117,764)	(478,377)	(596,141)
Balance at the end of the year	**363,886**	**753,431**	**1,117,317**

Right-of-use asset recognition

A right-of-use asset is recognised at the commencement date of a lease as required by AASB 16 *Leases*. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

RAC has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed as incurred. Refer note 3.2 for further details.

Note 4 Key Assets to Support Service Delivery (cont.)

	2023 $	2022 $ (Restated)
Note 4.3: Depreciation		
Property, plant and equipment (note 4.1)	1,080,675	1,117,187
Right of use assets (note 4.2)	596,141	563,186
Total depreciation	**1,676,816**	**1,680,373**

Depreciation recognition

Property, plant and equipment, excluding freehold land, is depreciated on either a straight-line or diminishing value basis over the assets' useful life to RAC, commencing when the asset is ready for use.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where RAC expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The depreciation rates used for each class of depreciable asset are shown below:

Class of fixed asset	Method	Depreciation rate
Buildings	Straight-line	2.5%
Leasehold improvements	Straight-line Diminishing value	20% - 25%
Plant and equipment	Straight-line Diminishing value	20% - 35%
Motor vehicles	Straight-line Diminishing value	20% - 25%
ICT equipment	Straight-line Diminishing value	25% - 50%
Fixtures, furniture and fittings	Straight-line Diminishing value	20% - 33%
Right-of-use – property	Straight-line	Term of the lease
Right-of-use – motor vehicles	Straight-line	Term of the lease

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

Critical accounting estimates and judgments: Estimation of useful lives of assets

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

Note 4.4: Financial assets		
Current		
Term deposits with maturity > 90 days	14,263,521	3,518,068
Total financial assets	**14,263,521**	**3,518,068**

Refer Note 7.1 for details on recognition accounting policy in relation to financial assets.

Note 5 Other Assets and Liabilities

This section sets out those assets and liabilities that arose from RAC's operations.

5.1: Trade and other receivables
5.2: Other assets
5.3: Trade and other payables
5.4: Contract liabilities

	2023 $	2022 $ (Restated)
Note 5.1: Trade and other receivables		
Current		
Trade receivables	1,366,895	159,543
Provision for expected credit losses	(49,700)	(54,500)
Accrued income	15,277	142,834
Accrued interest	243,255	-
Other	1,587	2,213
Total trade and other receivables	**1,577,314**	**250,090**

Receivables recognition

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

RAC has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Note 5.2: Other assets		
Current		
Security bond	15,950	77,950
Prepayments	24,320	-
Total other assets	**40,270**	**77,950**

Other assets recognition

Other assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenses made in one accounting period covering a term extending beyond that period.

Note 5.3: Trade and other payables		
Current		
Trade payables	534,999	365,329
Other accrued expenses	234,475	107,950
GST payable	609,346	738,340
FBT payable	27,222	(25,560)
PAYG withholding payable	422,038	216,250
Wages and superannuation payable/accrued	512,380	596,098
LSL portability payable	30,241	67,976
Credit card payable	16,512	-
Other payables	130,005	124,455
Total trade and other payables	**2,517,218**	**2,190,838**

Note 5 Other Assets and Liabilities (cont.)

Note 5.3: Trade and other payables (cont.)

Payables recognition

These amounts represent liabilities for goods and services provided to RAC prior to the end of the financial year and which are unpaid. Due to their short-term nature, they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

	2023 $	2022 $ (Restated)
Note 5.4: Contract liabilities		
Current		
Community aged care packages received in advance	286,480	1,450,116
Grant funding received in advance	21,239,465	14,542,331
Total contract liabilities	**21,525,945**	**15,992,447**

Contract liabilities recognition

Contract liabilities represent RAC's obligation to transfer services to a client/funding body that are recognised when a client/funding body pays consideration, or when RAC recognises a receivable to reflect the unconditional right to consideration (whichever is earlier), before RAC has transferred the services to the client/funding body.

This funding has been deferred in accordance with the requirements of AASB 15 and AASB 1058 (capital grants) as funding received for specific programs but has yet to be spent. These funds will be spent in accordance with the grant agreements over future financial years.

Note 6 How We Finance Our Operations

This section provides information on the sources of finance utilised by RAC during its operations, along with other information related to financing activities of RAC.

This section includes disclosures of balances that are financial instruments.

6.1: Cash and cash equivalents
6.2: Lease liabilities
6.3: Capital and leasing commitments

	2023 $	2022 $ (Restated)
Note 6.1: Cash and cash equivalents		
Current		
Cash at bank	13,017,257	20,409,918
Cash on hand	7,550	6,550
Total cash and cash equivalents	**13,024,807**	**20,416,468**

Cash and cash equivalents recognition

Cash and cash equivalents comprise cash at bank and on hand along with deposits held at call and short-term deposits maturing within three months.

Note 6.2: Lease liabilities		
Current		
Lease liabilities – property	56,687	117,322
Lease liabilities – motor vehicles	440,126	283,662
Total current lease liabilities	**496,813**	**400,984**
Non-current		
Lease liabilities – property	332,203	397,188
Lease liabilities – motor vehicles	335,736	250,103
Total non-current lease liabilities	**667,939**	**647,291**
Total lease liabilities	**1,164,752**	**1,048,275**
Maturity analysis of future lease payments (undiscounted)		
Not later than one year	532,327	499,702
Later than one year and not later than 5 years	568,851	597,276
Greater than 5 years	118,612	167,840
Total	**1,219,790**	**1,264,818**

Lease liabilities recognition

A lease liability is recognised at the commencement date of a lease as required by AASB 16 *Leases*. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, RAC's incremental borrowing rate.

Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Note 6 How We Finance Our Operations (cont.)

Note 6.2: Lease liabilities (cont.)

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following:

- future lease payments arising from a change in an index or a rate used;
- residual guarantee;
- lease term;
- certainty of a purchase option; and
- termination penalties.

When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to the net result if the carrying amount of the right-of-use asset is fully written down.

Critical accounting estimates and judgments: Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include:

- the importance of the asset to RAC's operations;
- comparison of terms and conditions to prevailing market rates;
- incurrence of significant penalties;
- existence of significant leasehold improvements; and
- the costs and disruption to replace the asset.

RAC reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Critical accounting estimates and judgments: Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what RAC estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Note 6.3: Capital and leasing commitments

a) Operating lease commitments

If leases are categorised as either low value or short-term leases management have elected to apply the practical expedients in relation to these leases, and as such these leases are accounted on a straight-line basis in the net result.

Where management is in the process of negotiating new lease agreements these have not been disclosed as an operating lease commitment as they were not committed at balance date. These leases become short-term leases with month-to-month tenancy until a new lease is formalised.

There were no material operating lease commitments to disclose as at 30 June 2023 (2022: Nil).

b) Capital commitments

There were no material capital commitments to disclose as at 30 June 2023 (2022: Nil).

Note 7 Risks, Contingencies and Valuation Uncertainties

RAC is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for RAC is related mainly to fair value determination.

7.1: Financial instruments
7.2: Contingent assets and contingent liabilities
7.3: Fair value measurement

Note 7.1: Financial instruments

Financial instruments arise out of agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. RAC applies AASB 9 and classifies all of its financial assets based on the business model for managing the assets and the asset's contractual terms.

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by RAC to collect the contractual cash flows; and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

RAC recognises the following assets in this category:

- cash and cash equivalents;
- term deposits; and
- receivables.

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in net results over the period of the interest-bearing liability, using the effective interest rate method.

RAC recognises the following liabilities in this category:

- payables; and
- lease liabilities.

Derecognition of financial assets and financial liabilities

Financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- RAC retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- RAC has transferred its rights to receive cash flows from the asset and either:
    - has transferred substantially all the risks and rewards of the asset; or
    - has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Note 7 Risks, Contingencies and Valuation Uncertainties (cont.)

Note 7.1: Financial instruments (cont.)

Where RAC has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of RAC's continuing involvement in the asset.

Financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

Note 7.2: Contingent assets and contingent liabilities

There are no other known contingent assets or contingent liabilities for RAC as at 30 June 2023 (2022: Nil).

Note 7.3: Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Assets and liabilities measured at fair value are classified into three levels, using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. Classifications are reviewed at each reporting date and transfers between levels are determined based on a reassessment of the lowest level of input that is significant to the fair value measurement.

RAC measures land and buildings at fair value on a recurring basis.

The following tables detail RAC's assets and liabilities, measured or disclosed at fair value, using a three level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

For recurring and non-recurring fair value measurements, external valuers may be used when internal expertise is either not available or when the valuation is deemed to be significant. External valuers are selected based on market knowledge and reputation. Where there is a significant change in fair value of an asset or liability from one period to another, an analysis is undertaken, which includes a verification of the major inputs applied in the latest valuation and a comparison, where applicable, with external sources of data.

Fair value hierarchy

The table below shows the assigned level for each asset held at fair value:

	Level 1 $	Level 2 $	Level 3 $	Total $
2023				
Assets				
Land and buildings	-	22,697,429	-	22,697,429
Total assets	-	**22,697,429**	-	**22,697,429**

There were no transfers between levels during the financial year.

Note 8 Other Disclosures

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

8.1: Equity – reserves
8.2: Key management personnel compensation
8.3: Related parties
8.4: Remuneration of auditors
8.5: Events occurring after the reporting date

	2023 $	2022 $ (Restated)
Note 8.1: Equity – reserves		
a) Community support fund reserve		
Opening balance	1,000,000	1,000,000
Total community support fund reserve	**1,000,000**	**1,000,000**

The fund was established in 2017 to provide the board of RAC with the opportunity to make one off contributions to the community to assist our members in time of need.

b) Asset revaluation reserve		
Opening balance (restated)	5,030,311	5,929,362
Derecognition on disposal of property	-	(963,462)
Revaluation increment, net of tax	-	64,411
Total asset revaluation reserve	**5,030,311**	**5,030,311**
Total reserves	**6,030,311**	**6,030,311**

The reserve is used to recognise increments and decrements in the fair value of land and buildings.

Note 8.2: Key management personnel compensation

Any persons having authority and responsibility for planning, directing and controlling the activities of RAC, directly or indirectly, is considered key management personnel. For RAC this includes directors and the executive management team.

The aggregate compensation made to key management personnel of RAC is set out below:

Aggregate compensation	**2,316,891**	**1,789,641**

Note 8.3: Related parties

Key management personnel

Disclosures relating to key management personnel are set out in note 8.2.

Transactions with related parties

There were no material transactions with related parties during the current and previous financial year.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Note 8 Other Disclosures (cont.)

Note 8.5: Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by RSM Australia Partners (2022: McLean Delmo Bentleys Audit Pty Ltd), the auditor of RAC:

	2023 $	2022 $ (Restated)
Audit services		
Audit of the financial statements	117,355	49,000
Other services – RSM Australia		
Other accounting services	6,100	3,000
Other	10,345	3,215
Total remuneration of auditors	**133,800**	**55,215**

Note 8.6: Events occurring after the reporting date

On 12 July 2023 Rumbalara Housing Limited ("the company") was established as a company limited by guarantee. RAC is the sole member of the company. As a result, from date of incorporation of the company, RAC will be required to prepare consolidated financial statements.

RAC was also registered as a member of the National Redress Scheme on 6 December 2023.

No other matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect RAC's operations, the results of those operations, or RAC's state of affairs in future financial years.

ABN 84 530 647 942

Directors' Declaration
For the year ended 30 June 2023

In the directors' opinion:

- the attached financial statements and notes comply with the *Co-operatives National Law Application Act 2013*, the *Australian Charities and Not-for-profits Commission Act 2012* and associated regulations, the Australian Accounting Standards – *Simplified Disclosures* and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the co-operatives financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the co-operative will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors.

On behalf of the directors

Eric Egan
Vice chairperson

Cindy McGee
Board member

Dated this 21st day of December 2023

INDEPENDENT AUDITOR'S REPORT
To the Members of Rumbalara Aboriginal Co-operative Limited

RSM Australia Partners

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Opinion

We have audited the financial report of Rumbalara Aboriginal Co-operative Limited (the Co-operative), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the 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 financial report of Rumbalara Aboriginal Co-operative Limited has been prepared in accordance with the *Co-operatives National Law Application Act 2013* and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), including:

(a) giving a true and fair view of the Co-operative's financial position as at 30 June 2023 and of its financial performance and cash flows for the year then ended; and

(b) complying with Australian Accounting Standards – *Simplified Disclosures* and Division 60 of the *Australian Charities and Not-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 Rumbalara Aboriginal Co-operative Limited in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information included in Rumbalara Aboriginal Co-operative Limited's annual report for the year ended 30 June 2023, but does not include the financial report and the 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.

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Responsibilities of Management and Those Charged with Governance for the Financial Report

The directors of the Co-operative are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – *Simplified Disclosures*, the *Co-operatives National Law Application Act 2013* and the ACNC Act, 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 Rumbalara Aboriginal Co-operative Limited'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 management either intends to liquidate Rumbalara Aboriginal Co-operative Limited or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for overseeing the registered entity's financial reporting process.

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.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/Home.aspx. This description forms part of our auditor's report.

Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the responsible entities of Rumbalara Aboriginal Co-operative Limited, would be in the same terms if given to the responsible entities as at the time of this auditor's report.

RSM

RSM AUSTRALIA PARTNERS

John Findlay

JOHN FINDLAY
Partner

Ballarat, Victoria
Dated this 21st day of December 2023

We thank you for your ongoing support

Acknowledgements

Rumbalara Aboriginal Co-Operative respectfully acknowledges our Elders past and present for their knowledge, wisdom and legacies that continue to drive us as we walk the path towards positive health & wellbeing impacts.

Graphic Design by: Chanoa Seala
Artwork by: Alkina Edwards
Content Information by: Natalie Visentin
Images By: Prue Peters Photography & Chris Warrior

Historical References:

- Broome, R., & Manning, C. (2006). A man of all tribes: the life of Alick Jackomos. Aboriginal Studies Press.
- The flats. Shepparton & Goulburn Valley. (n.d.). https://sheppandgv.com.au/listing/the-flats-1133

This report has been produced from Rumbalara Communications & Public Relations team. If you have queries in relation to this report, please contact:

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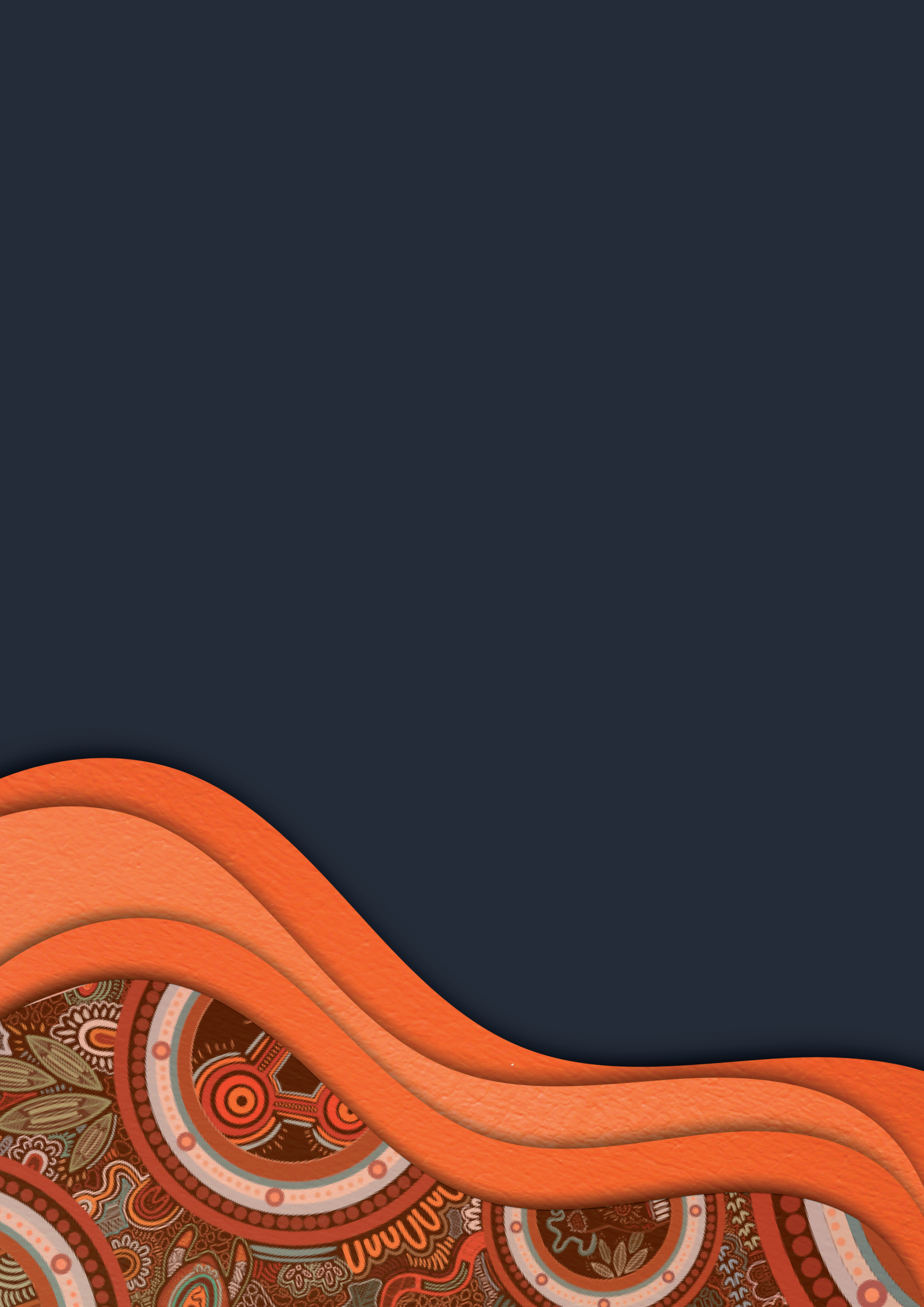
Pictured:
Tearni Williams - Rumbalara Elders Facility