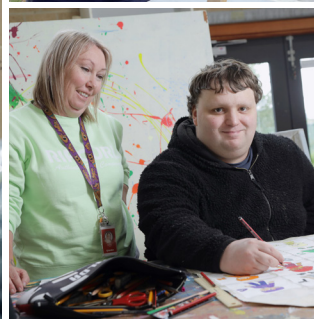






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OUR GUIDING VALUES



OUR PURPOSE

We partner with our customers to create their best life.

OUR VISION

To fulfil the unmet support needs of our community and enrich lives every day.





MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

We are pleased to be delivering our first combined Chair and CEO Report for McCallum.

It has been another year of high quality service delivery for our place based organisation, now in its 72nd year of operation, and it's a privilege to be stewards of the business and governance of the organisation.

We remain a committed, values based organisation providing support and employment for those living with a disability. We also remain advocates in the NDIS system working alongside other organisations and peak bodies in pursuit of more sustainable funding and universal regulations to provide assurance for all participants of high quality operations from service providers— just like those we deliver every day here at McCallum.

The Annual Report will touch on many stories from across our diverse operations and geographic sites, and it captures the incredible opportunities our teams create in the lives of members of our community to ensure we support everyone to lead a flourishing life regardless of ability.

We are pleased to have offered service to more than 380 participants across the year – an increasing trend in those seeking our services which we have pleasingly seen for multiple years now and which is evidence of our important position as a leading service provider in the region.

Continuing in our message of growth, this year we have successfully acquired land in Arthur Street which we will look to develop to ensure we can provide more high quality accommodation and services in our region, and we will continue to seek partnerships and opportunities to build our portfolio to enable us to do more of what we do best.

McCallum is a proud place based agency, and in St Arnaud we have also increased our accommodation offering, which has supported people with a disability to remain able to live and age in place in the community in which they want to live, not just where the NDIS market has vacancies.

You will see we have also launched a new name for our Social Enterprises – McCallum Enterprises. This portfolio is a vital and important employment option for our community and we continue to seek commercial partners to ensure we can do more of our good work across 22 enterprises, always with a view to building our capability to match market needs and work in more and varied places.



It has been a year with some unplanned challenges, but it is when we band together we retain our strength and energy to reimagine our opportunity to be a leading service provider and we are proud that we continue to evolve alongside the needs of the community.

We would like to sincerely thank the Directors for their leadership, and the entire Executive and staff at McCallum who work every day in and for our community and who maintain an unwavering commitment to our colleagues and participants who work and live with a disability.

And it is the participants, our supported employees and their families and carers who are deserving of our greatest thanks for entrusting us with your support and we look forward to strengthening our collaboration and ensuring your voices are at the centre of the work we do.

We are looking forward to a year of renewed and refreshed approaches across the entirety of our service portfolio and setting a clear roadmap to get there with our new strategic plan which we will launch early in 2026.

In a sector which remains full of change and regulatory reform, this plan will set us up to further strengthen our impact the McCallum way, and we are looking forward to celebrating our ongoing successes with you all.



Brett Bryant
Chairman



Rhianon Williams
CEO

VALE – ALAN WOOD

The Board of Directors, staff, and participants extend their heartfelt condolences to the Wood family on the passing of Alan Wood on 6 April 2025.

David Wood, the son of Alan and June was a participant of Murdoch house, and Alan became a long-standing board director and later Life Member of McCallum (formerly Murdoch House) via this connection with his son. His genuine friendship, support, and contribution to the organisation were deeply valued and will be fondly remembered by all who knew him.



DISABILITY SERVICES

This year has been one of transformation and consolidation, as we reshaped our leadership structure and service delivery to better position the organisation for the future.

The establishment of a General Manager, Customer Outcomes has brought all direct support programs—Groups, 1:1 Supports, Home and Living, St Arnaud operations, and Support Coordination—under one portfolio. This contemporary structure has streamlined reporting lines, strengthened accountability, and created greater cohesion across our services.

In Home and Living, the introduction of a Senior Team Leader model—with oversight across multiple properties—has enhanced consistency in practice leadership and reduced administrative burden, allowing more focus on quality outcomes for residents.

Our Community Access programs have also undergone significant renewal. With a new Community Access Manager and Lifestyle Options Team Leader driving these services, we are already seeing improved program quality and stronger participant outcomes, with several success stories highlighted throughout this report.

Despite the shifting policy landscape and ongoing uncertainty regarding the long-term role of Support Coordinators within the NDIS, our Support Coordination team has remained a steady and reliable support for participants navigating their plans and pursuing their goals.

Across the organisation, we have celebrated many participants achieving life-changing personal milestones. These achievements continue to inspire our teams and reinforce the impact of our work.

Looking ahead, we are committed to modernising our group programs to reflect evolving participant interests and market expectations. We will continue to invest in innovative program offerings in technology and gaming, life skills development, and expanded community access. Increasingly, our programs will take place outside traditional centre-based models, leveraging community infrastructure to deliver more inclusive opportunities.

We are also preparing for the commencement of new housing projects, which will provide modern, accessible homes and greater independence for existing residents. These developments mark an important step in expanding choice, control, and quality of life for people with disability.

As we step into the next year, our focus will be on deepening our community presence, creating innovative pathways for participation, and continuing to empower people with disability to live with independence, connection, and purpose.



It's been another remarkable year for McCallum Social Enterprise, marked by consolidation, innovation, and growth across our diverse operations. Our teams have delivered exceptional service to customers across Ballarat, Daylesford, Hepburn, Melbourne, and into the wider Grampians region including Halls Gap, Horsham, and Dimboola.

Key structural changes included the closure of cloth recycling and rag sales, the integration of Gardening into our Landscaping team, and the relocation of McCallum Linen from Coronet Street to our renovated Sturt Street facility.

The McCallum Linen business is investing in RFID technology for enhanced efficiency and to enable us to provide the best possible service and quality to our new and old linen customers.

Our Container Deposit Scheme (CDS) sites at Neerim Crescent and Butt Street processed their 19 millionth container in December. Since the activation of these sites at McCallum, demand has continued to grow. To support this increased volume, a third singulator was installed at the Butt Street site with the support of Tomra Cleanaway.

The School Leavers Employment Supports (SLES) program expanded into St Arnaud and saw an increase in participants in Ballarat. We also saw the activation of some new commercial partnerships with new business activated in packaging, linen and cleaning services.

The Landscaping team was successful in tendering for two stages of works at the Ballarat Station Upgrade. Focus has also been given to the marketing of our timber manufacturing business including "Spud Crates" and a range of standard and custom pallets being promoted by our Business Development Manager to prospective and current customers across the Ballarat region. An application was also made for philanthropic support to purchase an automated pallet making machine to improve safety and optimise efficiencies.

Our packaging teams continue to do amazing work including blending, packing and shipping of the range of Grounded Pleasures products (a local Ballarat partner), along with other works for a range of other customers. Our Sturt Street packaging team have continued to support Danbar, (packaging a recycled plastic reinforcing product manufactured in Ballarat).

Another exciting new customer for the team was the Ballarat Wildlife Park who we've partnered with the pack the small retail bags of "Kangaroo Food" sold to visitors to one of Ballarat's premier tourist attractions.

These initiatives, alongside continued investment in technology and partnerships, position us for sustainable impact and growth.

Thank you to our staff, partners, and customers for your continued support.



OUR PEOPLE UPDATE

Workforce movement

McCallum's overall workforce remained steady at 500 employees for the financial year. This is inclusive of 199 Supported Employees and we're very proud that almost 40% of our employees are those living with a disability.

We continue to have a strong reputation as an employer of choice in the disability services sector which enables us to easily recruit to disability support and supported employment vacancies.

Workplace Gender Equality Submission

June 2025 saw our second Workplace Gender Equality Agency (WGEA) mandatory reporting. Based on our data the outcome was a -24% pay gap meaning that on average women are paid more than men at McCallum. As part of our commitment to Inclusion and Diversity a new strategy has been developed and is moving through its approval processes including Executive and Board Committee at the Level. This strategy includes a range of initiatives focused on gender equality.

People Systems and Employee Services

A continuous improvement project to reinvigorate our Learning Management System (LMS) was launched early in the financial year and a new provider was found that provides us with a solution to meet our compliance requirements relating to employee training with greater functionality and simplicity.

We also implemented a new Recruitment Management System (RMS) throughout during the financial year which has resulted in efficiencies and a reduction in manual administration required to support recruitment.

We also undertook a review of our current Employee Assistance Program (EAP), and as a result, are seeking an enhanced service to match and align with our service/operating hours and to provide access to a greater breadth and depth of wellbeing resources for our employees. The selected tendering process will be completed late September 2025.



Industrial Relations Update

We have continued to work through the challenges that have come from the extension of our Zombie Agreements which were initially due to sunset on 6 December 2023. Not being able to move to the same award for all Disability Services employees has continued the complexities we had, however we are engaged with process and are currently awaiting an outcome from the Fair Work Commission on any further extension.

It has been a busy time within the Industrial Relations space as we have recently commenced the Supported Bargaining process which sees us negotiating a new Enterprise Agreement which will apply to our Disability Services employees in conjunction with 10 other disability service providers.

Strengthening our focus on well-being Throughout the financial year period, we continued to provide an EAP which was utilised by 20 employees for over 90 employee counselling services and 15 critical incident debrief services. These services continue to provide emotional support to employees in a free, sensitive and confidential manner.

Safety

McCallum's Safety Manager commenced in October 2024. This has strengthened McCallum's safe system of work and enabled better outcomes for our injured workers. Currently, we have 14 Health and Safety Representatives (HSR's) and our main OHS consultative mechanisms between HSR's their Work Groups, Supervisors and Managers, continues via a quarterly OH&S committee and an Enterprise safety working group.

Our WorkCover premium has seen a significant reduction of 13.32% in FY 24/25 with a decrease in WorkCover claims and a better return to work performance than the industry average.

Our Enterprise sites at Neerim and Walker St successfully passed OH&S Surveillance Audit for compliance to ISO 45001:2018 in March 2025 which was a great effort for all involved and was recognition for the diligent work by a number of people, over a period of time.



ALL THINGS GROWTH

As we reflect on the previous financial year we can look back on a period marked by significant growth and reinvigorating our strong brand across our Social Enterprise.

Our two Container Deposit Scheme automated depots in Ballarat have continued to flourish, creating increased employment opportunities for our team of Supported Employees. The demand for our automated depots has surged, with over 22 million containers processed across both Mitchell Park and Canadian sites. Such was the demand from the community, a further container processing “singulator” was installed at our Canadian site by Tomra Cleanaway to help with efficiency.

The Commercial Container Collection Program has also experienced tremendous success, now catering to over 180 customers, including a diverse array of sporting clubs, restaurants, and nightclubs. This initiative alone has resulted in the collection of more than 1.1 million containers. Each container collected reflects an increasing awareness and responsibility towards waste management within the business sector, and we are proud to lead such efforts.

In parallel, McCallum Linen has solidified its status as a preferred linen hire supplier, serving over 400 accommodation providers throughout Ballarat, Daylesford, and Hepburn.

The quality of our services, combined with our commitment to reliability, has established strong relationships with our clientele.

Over the past year, our dedicated team delivered an impressive 1,300 tonnes of linen to these partners. This included a recent growth opportunity into the Grampians and Wimmera regions where a further 35 customers came on board in April 2025.

Another highlight of the year was McCallum Enterprises’ achievement in securing a Perpetual Impact Grant from the Percy Baxter Philanthropic Fund. This funding will be instrumental in the purchase of an automated pallet making machine at our Neerim Crescent site.

The introduction of this technology is set to transform our operations by significantly increasing productivity and reducing occupational health and safety risks. Additionally, it will create more opportunities for lower capability Supported Employees in our timber manufacturing department, reinforcing our commitment to inclusivity.

Finally, as we looked toward the future we began planning to complete our Social Enterprise's merger which began in 2022. Following the McCallum Industries and Ballarat Regional Industries merger, the final piece of the puzzle was to unite under a single brand identity.



2024/25: THE YEAR THAT WAS...



A comprehensive rebranding change process began in January 2025 with consultation taking place to ascertain how we should position our brand moving forward.

In June 2025 the Board, following recommendations based on survey results, agreed to rebrand our entire Social Enterprise businesses as McCallum Enterprises with the rebranding project planned to be completed in August 2026.



2024/25: THE YEAR THAT WAS...

BALLARAT JOBS EXPO

JULY 2024

On Friday 26 July our School Leaver's Employment Supports (SLES) program team was on-site at the Ballarat Jobs Expo at The Goods Shed. We met with a lot of people explaining the benefits of our program, as well as showing off our Golden Opportunity work experience food van.

The van was a roaring success and had a queue of people lined up purchasing coffees and sweet treats!



35 YEARS OF DEDICATED SERVICE

AUGUST 2024

On 1 August our Executive Manager – Accommodation Services, Noelene Collins, notched up 35 years of service at McCallum. Noelene has played a pivotal role in McCallum's growth and has helped many vulnerable people living with disability to find suitable accommodation and support in the region.

Noelene has witnessed many of our residents prosper from young adults to ageing residents, as well as having to say goodbye to some special people along the way. Noelene's dedication and care to our community is inspirational and is a leader that has changed countless families lives during her tenure.

Congratulations Noelene!





MCCALLUM'S LATEST LAND ACQUISITION

AUGUST 2024

Following more than a decade of hard work and meetings with various government departments and officials, McCallum finally purchased vacant residential land next to our head office in Alfredton. The site will allow McCallum to develop four modern Specialist Disability Accommodation (SDA) homes for existing residents that currently live in homes no longer fit for their needs.

It is expected that construction of the new homes will begin in early 2026 with residents moving in prior to Christmas the same year.



MORE LANDSCAPING AT GOVHUB

AUGUST 2024

Prior to the merger of our Social Enterprises businesses McCallum Industries and Ballarat Regional Industries (BRI), BRI completed a large scale landscaping project at the \$100m Ballarat GovHub development.

Following the success of this project, the newly merged team from McCallum BRI, were invited to complete further garden bed waterproofing works.





2024/25: THE YEAR THAT WAS...

LONGSTANDING CEO RESIGNATION

SEPTEMBER 2024

After 18 years of dedicated service to McCallum, Tyrone McCuskey has officially resigned from his position as Chief Executive Officer.

Over the past decade, he has successfully guided the organization through significant milestones, including the introduction of the National Disability Insurance Scheme and navigating the challenges presented by the COVID-19 pandemic, during which the team continued to serve some of the community's most vulnerable individuals.



Tyrone has been a passionate advocate for people with disabilities, further solidifying his commitment to inclusivity and support. Before stepping into the role of CEO, he served as a Director for eight years, laying a strong foundation for his leadership.

LIFE MEMBERSHIP FOR DAMIEN

SEPTEMBER 2024

At the annual St Arnaud Football Club presentation evening, Damien Yole was presented with a Life Membership for long standing commitment to the Saints over a long history.

Damien, a Supported Employee at McCallum Enterprises in St Arnaud, has been a member of the Saints for as long as he can remember and has been known to assist with the Auskick training, running water on game days, cooking the BBQ or assisting with fundraising. Whenever he is called upon he is readily available to help.

The life membership is a true reflection of how much Damien has contributed to the club over the years and how much the team value his friendship and support.





FOOTY COLOURS DAY

SEPTEMBER 2024

As part of the AFL Grand Final celebrations all McCallum sites undertook their own footy themed events.

The Community Connections area was transformed into a footy training camp which was run by the Ballarat Bulldogs Football Club with the support of AFL Goldfields. The clinic saw participants learning how to kick, handball and learn the basics of playing footy.

The event was such a success that another two clinics were booked for the following year!

The Social Enterprise at Mitchell Park held a footy themed BBQ fundraiser for the Black Dog Institute, whilst the team at Walker Street raised funds for a children's cancer organisation. In total almost \$500 was raised.



2024/25: THE YEAR THAT WAS...

WOOD WORK MASTERPIECES

OCTOBER 2024

The Community Connections Wood Work program continued to go from strength to strength teaching participants the intricacies of using tools and natural products to create furniture and art. Johnno and Owen both created these owl masterpieces with the assistance from Jane Fisher.



STALWART RETIRES AFTER 38 YEARS

OCTOBER 2024

One of McCallum's longest standing employees, Trevor Miller, retired after 38 years of dedicated service.



Trev was first employed in 1987 as a Recreation Officer in the day program. Trev speaks fondly of his memories of supporting participants to attend the Special Olympics, many sporting events such as cricket tournaments against other disability providers in the region, camps and other fun recreational activities.

Trevor moved into management and headed up the Supported Employment arm of the business in 1997. In those days the supported employment sites were in Main Road, Bakery Hill and then Beverin Street in Sebastopol.

The move to 1820 Sturt Street in 2004 was exciting for Trevor and the Supported Employees as it was a much more user friendly space and an enjoyable environment with better facilities. Trevor continued to provide leadership as he took on the extra responsibility at McCallum Linen in Coronet St, Wendouree in 2016. Trevor was able to embed this business within the McCallum structure, whilst also providing new employment opportunities for supported employees.

Trevor took up the position of Accommodation Manager in 2020. This was a steep learning curve for Trev, but one that he took on enthusiastically. Trevor has built and maintained great relationships with residents and families and I know that he will be missed.

Trevor has given an enormous contribution to the McCallum community over the 38 years. Trev has given great service and had a positive impact on the organisation in many, many ways.

LATIESHA LANDS A JOB!

NOVEMBER 2024

In November Latiesha completed her journey through the School Leaver's Employment Supports (SLES) program and landed a job at the Alnor Partners Dairy Farm.

Latiesha began her journey in the SLES program in the Golden Opportunity Coffee Van where she grew her confidence and skills before she started at the Ballarat Wildlife Park where her love for animals truly shone through.

Latiesha has now gained part-time employment at the dairy farm and is doing an amazing job!



MCCALLUM'S NEW CEO ANNOUNCED!

DECEMBER 2024

Following the resignation of CEO, Tyrone McCuskey, McCallum's Board commenced a comprehensive recruitment process for a new leader of our organisation. In late December the Board announced that Rhiannon Williams would take over from Tyrone as CEO in January 2025.

Rhiannon has a wealth of professional experience in executive roles across diverse sectors, proven business acumen and a deep passion for social change and commitment to enabling a flourishing life for everyone.





2024/25: THE YEAR THAT WAS...

19 MILLION CONTAINERS!

DECEMBER 2025

It was the first full year of processing containers at McCallum's two Automated Depots under Victoria's Container Deposit Scheme. And, after some calculations, we were thrilled to announce we processed over 19 million containers for the calendar year.

The Automated Depots, based at Butt Street and Neerim Crescent, have been eagerly attended by members of the community with each site processing approximately 40,000 containers each day they are open.



DOLLY DEPARTS MCCALLUM

JANUARY 2025

Following 17 years of dedicated service and support, Dolly Seery retired from McCallum. Dolly was a shining light of positivity, friendship and happiness and was dedicated to providing unwavering support to those with a disability.

Thank you for your passion and advocacy, Dolly!





RON SMART ELECTRICAL WINS GOLF DAY!

FEBRUARY 2025

Another successful corporate golf day was run and won in early February with 28 teams taking to the links to vie for the McCallum Cup! Previous winners such as J.G King Homes, Macneil Group and Integra are engraved on the cup and this year it was the team from Ron Smart Electrical who had their names inscribed into history.

The event was held at the Midlands Golf Club on a very warm day. The event began with the Golden Opportunity Coffee Van providing a brunch to players before Marty Fields brought the laughs prior to teams playing an ambrose team event.





2024/25: THE YEAR THAT WAS...

JOINED FORCES WITH BALLARAT WILDLIFE PARK

MARCH 2025

A newly created relationship with the Ballarat Wildlife Park was reinforced by a show of thanks by the Park's employees bringing the McCallum Industries team morning tea. Since January our team of Supported Employees have been bagging up the food that visitors and tourists hand-feed to the kangaroos at the park.

The relationship continues to prosper and we're proud to partner with one of Ballarat's best tourist destinations.



LANDSCAPING TEAM COMPLETE HUGE PROJECT

MARCH 2025

The Social Enterprises landscaping team completed a monumental project for Macneil Group over the summer period. The project consisted of planting over 3000 plants and fully landscaping a 24 unit housing development in 25 days! It was a truly remarkable effort by the team and the results speak for themselves!





K ROAD CLIFFS PROJECT COMPLETED

MAY 2025

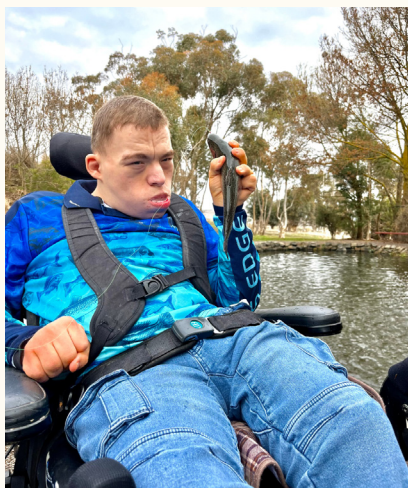
It's been a busy period for our Social Enterprises landscaping team with another massive project being completed in Werribee at the K Road Cliffs. This project saw the team plant 10,000 native plants, as well as mulch vast areas of garden beds.



NOTHING HOLDS BEN BACK!

JUNE 2025

The fish were biting on a chilly winter's day in Creswick where Ben channelled his inner Rex Hunt and managed to capture a very nice sized trout! Ben absolutely loves these types of outings and the team from Cornell Court do a wonderful job in supporting him to live his best life.





BOARD OF DIRECTORS

EXECUTIVE MANAGEMENT



Brett Bryant
Chair



Wendy McNabb
Deputy Chair



Rhiannon Williams
Chief Executive Officer



Peter Lamb
*General Manager
Corporate Services*



Claire
Huntington



Tim
Bunning



Leigh Cooksley
*General Manager
Customer Outcomes*



Marc Amos
*General Manager
Social Enterprise*



Peta
Clarke



Mary
Shone



Matt Vallance
*General Manager
Business Development,
Brand & Marketing*



Noelene Collins
*Executive Manager
Home& Living*



Peter
Brugman



Joe Ballinger



The financial year ending 30 June 2025 presented significant challenges for McCallum, with difficult operating conditions impacting the organisation’s ability to achieve a positive financial outcome.

Despite these headwinds, total income increased by \$1.991 million, representing a 6.3% uplift. This growth was primarily driven by a strong performance in McCallum’s core NDIS disability services, which saw income rise by \$2.223 million (10.1%), supporting continued organisational expansion. Additionally, the Social Enterprise division recorded a \$0.459 million (6.6%) increase in revenue, largely attributable to the full-year impact of the Container Deposit Scheme.

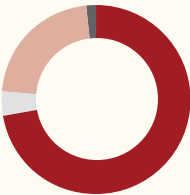
However, these gains were partially offset by a \$0.818 million (108.7%) reduction in proceeds from the sale of fixed assets, which had contributed one-off gains in the prior year.

Despite solid revenue growth, total expenses rose by \$2.562 million (7.9%), outpacing income. The primary driver of this increase was employee benefits, which grew by \$2.077 million (8.4%) due to mandated adjustments to award entitlements (3.75%) and the superannuation guarantee (0.5%).

These cost pressures were exacerbated by the NDIS price guide indexation of just 3.19% for the 2024–25 financial year, which did not keep pace with the rising wage and superannuation obligations, placing further strain on financial sustainability.

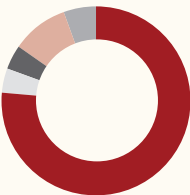
As a result, the deficit from operating activities reached \$1.457 million—an increase of \$0.571 million (64.4%) compared to the financial year ending 30 June 2023. Notably, the prior year included \$0.754 million in one-off asset sales. When adjusted for these non-recurring items, the underlying business performance shows a marginal year-on-year improvement.

2024/25 OPERATING REVENUE SOURCE



• Grants & Subsidies	\$24,243,024
• Service Contributions	\$1,375,369
• Production Revenue	\$7,398,076
• Other Income	\$471,673
Total	\$33,488,142

2024/25 OPERATING EXPENSE BREAKDOWN



• Staff costs	\$26,758,955
• Administration costs	\$1,476,938
• Depreciation expense	\$1,415,968
• Program & Production	\$3,436,595
• Property, Fleet & Finance	\$1,856,727
Total	\$34,945,183



STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2025

	2025 \$	2024 \$
INCOME		
Recurrent government grants & subsidies	24,243,024	22,019,555
Service contributions	1,375,369	1,162,893
Production revenue	7,398,076	6,938,944
Income from investments	242,835	207,984
Net gain on sale of fixed assets	(65,336)	754,431
Other income	294,174	413,188
	33,488,142	31,496,995
EXPENDITURE		
Employee benefits	(26,758,955)	(24,681,737)
Administration operating costs	(1,476,938)	(1,436,655)
Depreciation	(1,415,968)	(1,379,912)
Program operating costs	(1,237,284)	(1,244,803)
Production costs	(2,199,311)	(2,063,504)
Property costs	(1,321,540)	(1,089,238)
Transport	(335,346)	(326,667)
Finance expenses	(199,841)	(160,707)
	(34,945,183)	(32,383,223)
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	(1,457,041)	(886,228)
Grants and donations for capital purposes	-	18,000
Unrealised gain on revaluation of financial assets (FVTPL)	-	13,500
SURPLUS FOR THE YEAR	(1,457,041)	(854,728)
OTHER COMPREHENSIVE INCOME		
Gain (loss) on revaluation of financial assets (FVOCI)	46,042	253,211
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(1,410,999)	(601,517)

STATEMENT OF FINANCIAL POSITION



For the year ended 30 June 2025

	2025 \$	2024 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	2,535,210	2,665,000
Trade and other receivables	2,911,266	4,176,368
Inventories	69,221	111,873
TOTAL CURRENT ASSETS	5,515,697	6,953,241
NON CURRENT ASSETS		
Property, plant and equipment	26,574,028	26,791,049
Other financial assets	3,830,876	3,693,370
Right-of-use assets	3,308,819	3,452,469
TOTAL NON CURRENT ASSETS	33,713,723	33,936,888
TOTAL ASSETS	39,229,420	40,890,129
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	1,859,658	2,071,985
Contract liabilities	86,136	114,807
Current lease liabilities	449,157	424,517
Employee benefits	2,085,539	1,985,697
TOTAL CURRENT LIABILITIES	4,480,490	4,597,006
NON CURRENT LIABILITIES		
Non-current lease liabilities	3,119,048	3,264,805
Employee benefits	267,132	254,569
TOTAL NON CURRENT LIABILITIES	3,386,180	3,519,374
TOTAL LIABILITIES	7,866,670	8,116,380
NET ASSETS	31,362,750	32,773,749
EQUITY		
Reserves	9,329,701	9,419,944
Retained earnings	22,303,049	23,353,805
TOTAL EQUITY	31,362,750	32,773,749



MEMBERSHIP LIST 2024/25

BALLARAT MEMBERS

- 1. Mrs Helen Ballinger
- 2. Mr Tim Bunning
- 3. Mr & Mrs Geoff & Marie Harrison
- 4. Mr Brett Jones
- 5. Mrs Peta Clarke
- 6. Ms Leslie McLean
(McLean's Cleaners)
- 7. Mrs Claire Huntington
- 8. Ms Leah Mason
(Angus Eels Plumbing)
- 9. Mrs Judy Roberts
- 10. Mr Ron Smart
(Ron Smart Electrical)
- 11. Ms Faye Hunt
- 12. Wendy McNabb

ST ARNAUD MEMBERS

- 1. Mr Geoffrey Patching
- 2. Mrs Noreen Ryan
- 3. Mrs Judy Patching

BALLARAT LIFE MEMBERS

- 1. Mr Joseph Ballinger
- 2. Mrs Bev Barby
- 3. Ms Erma Fidler (deceased)
- 4. Mrs Isabel Gribble
- 5. Mrs Elizabeth Hastie
- 6. Mrs Lynden Hayes
- 7. Mrs Caroline Hutterer
- 8. Mr John King (OAM)
- 9. Mrs Nancy McCallum (deceased)
- 10. Mrs Valerie McRoberts
- 11. Mr W.A Wilkie (deceased)
- 12. Mr Norm Pinney (deceased)
- 13. Mr Peter Brugman
- 14. Mr Brett Bryant
- 15. Ms Mary Shone

ST ARNAUD LIFE MEMBERS

- 1. Mr William Amos
- 2. Mr Brian Dixon
- 3. Mr Alan Wood (Dec)

BRI LIFE MEMBERS

- 1. Mr John Burt
- 2. Mr Michael Morrow
- 3. Mr Bill Goldfinch

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