



A year of  
building with  
purpose.

Annual Report

24/  
25

BUILDING BELONGING . BUILDING CARING COMMUNITIES  
NORTH ACADEMY . GOOD NEWS STORIES . BUILDING  
SKILLS, STRENGTHENING THE SECTOR . NDIS . LEARNING  
AND DEVELOPMENT . VICTORIA . NORTHERN NSW  
LEARNING CENTRE . OUTREACH . FOSTERING AND  
PERMANENCY . COMMUNITY ENGAGEMENT

ALLAMBI CARE



### **Acknowledgement of Country.**

Allambi Care acknowledge the Traditional Custodians of country throughout Australia, and recognise their continuing connection to land, sea and community. We pay respect to their traditions, culture, aspirations and Elders past, present and emerging. We acknowledge the wounds of the past, and the ongoing failure to recognise and support the importance of Aboriginal and Torres Strait Islander culture. We commit our organisation in walking alongside Aboriginal and Torres Strait Islander peoples in their process of healing, and creating opportunities for cultural connection.



Times are tough and the demand for our support is greater than anytime in our 40 year history. It's why we'll never stop training our team and looking for innovative ways to give kids and families a better future.



**Purpose.**

Allambi Care serves individuals, families, communities and government agencies. We are committed to addressing safety and growth needs so that we empower people to reach their full potential. Our services are flexible and characterised by innovation and best practice.

**Vision.**

Belonging  
Hope  
Positive Futures

**Our Commitment Areas.**

Quality  
Culture  
Acknowledgement  
Connection  
Innovation

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# 01

## OUR REMARKABLE TEAM

# Chairperson report.

I have been part of an amazing “Allambi family” who have introduced innovative and creative ways of giving a future of hope to thousands of vulnerable people.

**Ken Youman**  
Chairperson – Board of Allambi Care Limited



I have reached the end of my time as Chairperson of Allambi Care and will be resigning from the Board in the next few months.

As I have reflected upon my 16 years as firstly President and then Chairperson, I was drawn to read my very first report in 2010.

It contained the following text: “I have been proud to be associated with an organisation that is making a difference in the lives of many young people and I have been privileged to contribute in this way.

The Management Committee has continued to be impressed by the integrity and professionalism of our men and women who provide care to young persons who are going through very tough times. Such demanding work while not always immediately rewarding, simply because of the continued and otherwise

regular contact with highly traumatised young people, is nevertheless delivered without compromise to high professional standards, integrity and duty of care.”

I note with great pride, humility and thankfulness that I have been able to say the same thing for 16 years.

Last year I commented that “the year had been characterised by uncertainty, complexity, change and many things beyond our control. Despite these challenges, Allambi Care has continued to provide best practice to those in our care”. This was prophetic, because we have experienced more of the same this year!

## SAFETY

We are beginning to see an improvement in our Lost Time Injury frequency rate. This has been due to focus and hard work by everyone in Allambi Care in doing root cause analysis of incidents, continually improving procedures and also being pro-active in predicting potential hazardous situations. We work in a challenging environment and the Board is convinced that our culture, “the way we do things around here”, will lead to more improvement.

## BOARD AND GOVERNANCE

This year the NSW Community, Government and Agencies were confronted by the reality that the Out of Home Care (OOHC) sector is in crisis.

The Minister for the Department of Communities and Justice (DCJ) initiated

a System Review of the sector. This has led to significant scrutiny from the media, the implementation of many sector reforms including changes and increased accountability for service providers.

As part of the review of the sector, the Minister determined to have an external audit conducted of the governance of Allambi Care. This audit did not include the efficacy of our care of vulnerable children for which our performance had been previously acknowledged to be exemplary.

Allambi Care welcomed the audit as being a tool to provide information on any areas needing improvement. The audit report was received in draft form and we were given the opportunity to provide commentary on the issues presented. Allambi Care acknowledged that areas of improvement had been identified and will be addressed but other items were incorrect or had been misinterpreted by the auditors. The final report has now been issued and we are working closely with the DCJ on areas noted for improvement.

Responding to the audit has required a massive effort from our people in gathering information, hosting the auditors, assessing the draft audit report and meeting with DCJ. Long hours have been worked by the Executive and Directors and their staff in meeting the audit requirements and continuing to care for our clients in our normal manner. The Board is extremely grateful for your sacrifice and willingness to meet these competing demands.

The Board is determined that we operate in an ethical and transparent

manner and beyond reproach in our operations.

The Audit and Risk and Remuneration Sub Committees of the Board have operated effectively and provided sound advice to the Board.

The Board welcomed two new members this year, Scott Lucas, our new Treasurer, and Kay Fraser who brings significant experience to the Board in matters of Governance and dealing with Government agencies. Allambi Care is well served by the dedicated honorary Board members who have worked harmoniously for the common good and to benefit those in our care. I am grateful for their commitment and personal sacrifice to achieve the vision of Allambi Care.

I acknowledge the service of Bronya Thomas to the Board over many years. Bronya will be resigning to join the Board of North Academy. Bronya has made a wonderful contribution which we have valued and will miss.

## GROWTH, CHANGE AND SUSTAINABILITY

### North Academy

The operation of the school has exceeded our expectations. It operates with a cohort of 30 students in years 9 to 11 and academic achievement for several students has been remarkable. This outcome has been achieved by the incredible work of the principal and staff with support from Allambi Care

wraparound services

This calendar year the school will be applying to extend its capacity to include Year 12 and for grants to provide for new buildings and changes to existing to accommodate the Year 9 to 12 programmes.

Unfortunately, the school funding providers require the school to have their auditing and accounting reporting timeframe aligned with the education system’s calendar year. This is not sympathetic with Allambi Care’s process. After review by our legal team and the Board, it was resolved to separate the school from Allambi Care into a new company, “Allambi Care Education” (ACE), trading as North Academy. The changeover is scheduled to happen before the end of 2025. This requires the resignation of myself and Bronya Thomas from the Board of Allambi Care as we move to join the interim Board of ACE.

## Homelessness

Allambi Care has successfully received a “Homelessness Innovation Fund” grant to build Tiny Homes through a partnership with Lake Macquarie City Council. We will also be providing more accommodation with Tiny Homes on our Redhead site.

## IT systems review

A major Systems Review Project is being undertaken into the IT systems required for rostering and payroll management. The objective is to improve

efficiency in managing these areas and to integrate data and staff input into a seamless environment. This has been a large undertaking by many people and the Board is grateful for their skill and initiative in preparing a Business Case.

**Enterprise Risk Register**

The Board has reviewed the Enterprise Risk Register. An external facilitator has been used to give us a broad insight into business norms in this area. The development of our “risk appetite” has been part of this process.

**Victorian operations**

The Victorian operations have reached maturity and are effective in providing our model of care to our clients. They have been successful in tendering for a contract for Therapeutic Foster Care. The Board is appreciative of the hard work done by the staff in Victoria in building and expanding our operations.

**NDIS**

The difficulties experienced with the implementation of our NDIS care have largely been overcome. A successful restructuring of management in this area and alignment of operations with the Allambi Care processes have been achieved. Some areas of operation still need to be addressed but I am confident that our NDIS work will remain beneficial to participants and Allambi Care.

**Fraser Parade office fire**

A building fire occurred at the main office at Fraser Parade. The building and contents were extensively damaged, and our staff were unable to occupy the building.

The response by Allambi Care was swift and appropriate. Staff worked from home or used other on-site facilities. An incident report and insurance management were done and a contract for restoring of the building has been placed. The capacity of our staff to manage without impact on our client’s care is a tremendous example of how we will never be distracted from our primary focus – care of the vulnerable. The staff support for each other has been exemplary. The Board cannot express in words, the magnitude of our appreciation of what has been and is now being achieved.

**Financial**

Allambi Care is experiencing additional financial pressure due to:

- WHS and operational insurance availability and cost
- Funding and contract changes with short notice
- Legal obligations under the redress scheme and civil court actions
- Commercial competition for staff from government agencies and For-Profit companies
- Salary, wage, services and material cost increases

The Board remain confident that Allambi Care will be able to address these situations and continue to provide the best possible care to our clients.

**Rushfields Macquarie Road Development**

The Board has resolved that this development will be held in abeyance until the new Strategic Plan is developed and there is better certainty about funding sources. They thank the staff and consultants who have done quality work on investigation and providing business plans and alternatives over a long period of time.

**Conclusion**

It has been my great privilege to serve on the Board of Allambi Care and its Committee predecessor.

I have been part of an amazing “Allambi family” who have introduced innovative and creative ways of giving a future of hope to thousands of vulnerable people with what is assessed as being best practice in the sector. It has been an amazing story of dedication, compassion and care.

All of this has been made possible by passionate and committed Allambi people, being caring, professional, acting with integrity, sacrificing, supporting each other and, most importantly, bringing Belonging, Hope and Positive Futures to those in our care.

My thanks to all the Board members, Executives, Directors, staff, service

providers, clients and stakeholders that accompanied me on this roller coaster journey that you have made level enough to negotiate! I remember you all fondly and with gratitude.

Finally, enjoy the journey and get better every day. Do not lose the passion and the love for what you do.

I will follow your future adventures with interest.

Your companion on the journey, friend and admirer,  
Ken.

# CEO report.

It takes a great person to do what we do, and I am proud to have you all as part of Allambi Care.

**Simon Walsh**  
Chief Executive Officer



This year marks our 44th year of operation at Allambi Care. Each passing year brings new milestones and achievements, evolving challenges, and a deeper understanding of the complex and essential work we do.

The 2024-2025 period was no different. Demand for our services continued to grow, and with it, the level of accountability and complexity in our work. Just when it seems things couldn’t get any busier, they do, and it’s in these moments that we’re reminded to pause, refocus, and realign with our core vision and purpose.

Despite the pressures, it’s never difficult to find achievements worth celebrating. This past year has been filled with moments of impact, resilience, and growth for our staff, our carers, and most importantly, the individuals and families we support.

2024-2025 has been a year full of meaningful outcomes and progress that we can all be proud of.

## PARTNERSHIPS

Our community and sector partnerships remained strong over the past year, and we are proud of the mutual benefits they continue to bring both to our staff and to the individuals and families we support.

- In partnership with the University of Newcastle, we were thrilled to receive a grant to deliver the Name Narrate Navigate 360 (NNN.360) program. This vital initiative supports young men aged 12-19 who are at risk of using violence and complements our existing programs in this space.
- Our relationship with the Bradford Institute of Advanced Education continues to support delivery of the Diploma of Community Services, providing accessible, high-quality training for our staff.
- Through our partnership with the University of New England, staff can pursue a Bachelor of Community Services, further strengthening our workforce capability.
- Our ongoing collaboration with Lake Macquarie City Council continues to create tangible outcomes. Most notably, DA approval for our Tiny Homes initiative, which will allow homes to be placed on both Allambi Care and Council-owned land to address housing shortages for young people exiting care.

Beyond local partnerships, our international connections remain strong. Our Tact training arm continues to deliver Therapeutic Crisis Intervention (TCI) training across Australia through our long-standing partnership with Cornell University. We've also developed a promising new collaboration with Kevin Campbell and Pale Blue to roll out Family Finding, Family Seeing training nationally, helping embed best practice and lived experience into service delivery.

## STAFF DEVELOPMENT AND RETENTION

Our Diploma and Degree programs are thriving, with retention and completion rates far exceeding national averages. This is a direct reflection of the quality of our course design and the support provided by our training teams.

- 586 Diploma completions since the program's inception in 2016
- 93% completion rate for the Diploma, compared to a national average of 45%
- 65 Bachelor program graduates, with 23 currently enrolled
- 57% of Diploma graduates and 63% of Bachelor graduates have been retained by Allambi

We are incredibly proud of these outcomes, which demonstrate our commitment to building long-term capability and career pathways in the sector.

## AMPLIFYING THE VOICES OF LIVED EXPERIENCE

We have continued to embed lived experience into our programs, ensuring authentic insight informs our planning and delivery. Our Family Peer Advocate role has expanded across the organisation, and our Youth Leadership Group has become a key driver in enhancing the voice of clients. Together with feedback from our Client Voice Survey and Carer Voice Survey, these initiatives ensure we remain grounded in the real experiences of those we support.

## REGIONAL AND OPERATIONAL UPDATES

- Our Northern NSW team has consolidated and strengthened this year, with a sharp focus on quality and best practice.
- In Victoria, our operations continue to grow, with the team successfully awarded a tender to provide 8 Therapeutic Foster Care placements.
- Our NDIS program underwent significant restructuring to better align with compliance and best practice. The transition has not been without challenges, but the team has demonstrated resilience and an unwavering commitment to participant-centred care.
- A major milestone was reached by our Hunter Foster Care team, who facilitated our first adoption, which

was a significant and proud moment for Allambi, and everyone involved. We hope it's the first of many.

- Our TracksHealth team have continued to balance the delivery of high-quality clinical support under a billable hours framework to strengthen ongoing service provision.

## CULTURAL ENGAGEMENT AND RAP PROGRESS

Our Cultural Team continues to bring richness and authenticity to our work, connecting us with culture through events, practice, and meaningful engagement. We are also close to finalising our Innovate Reconciliation Action Plan (RAP), which will provide clear direction for deepening our cultural competence and commitment.

## EDUCATIONAL EXCELLENCE: NORTH ACADEMY

This year marked a period of significant progress and achievement for North Academy, our school for special purpose. Key milestones included securing a grant to support the school's expansion and obtaining accreditation to deliver the Year 11 curriculum - a critical step in enhancing our educational offerings.

To ensure the long-term sustainability and regulatory compliance of the school, a strategic decision was made to separate North Academy from

Allambi Care, establishing it as an independent entity. This transition reflects our commitment to maintaining high standards in education while supporting the unique needs of our student community.

The Allambi Care Board of Directors has fully supported this evolution. As part of the transition, Chair Ken Youman and Director Bronya Thomas have resigned from the Allambi Care Board to assume positions on the newly formed Allambi Care Education Board. Both have been instrumental in North Academy's development since its inception and will continue to provide strong leadership and governance as the school moves into its next phase.

On behalf of the Allambi Care Board, I express sincere gratitude to Ken and Bronya for their valuable contributions to the organisation. Their dedication and leadership has been demonstrable, and we look forward to seeing North Academy thrive under their continued guidance.

## CHALLENGES, RESILIENCE AND ACCOUNTABILITY

This year has not been without hardship. In May, a fire at our New South Wales head office caused significant damage and forced staff relocation. While assessments are complete, remediation works are ongoing. Despite this disruption, our staff have shown strength and adaptability.

Additionally, our financial practices were audited by the Department of Communities and Justice (DCJ) following a focus on accountability as outlined in the System Review into Out of Home Care. While our Staff Housing Initiative - a program launched over a decade ago to increase accommodation capacity - was found to be misaligned with new government directions, no major concerns were identified in the audit overall. We continue to work closely with DCJ to align with emerging policies and contract requirements, ensuring transparency, accountability, and continuous improvement.

Beyond our own operations, the sector has faced considerable external pressure. Multiple inquiries, including those from the Ombudsman and IPART, have drawn intense media scrutiny, which has overlooked the dedicated work being done by Allambi and our fellow NGOs. We stand strong alongside our NGO and ACCO partners, who continue to provide mutual support and uphold sector integrity.

## GRATITUDE AND LOOKING AHEAD

Despite the challenges, we remain focused on what truly matters - the people.

We are grateful to our community partners for their continued support, which we receive in many meaningful ways. Our relationships remain strong and help us bridge funding gaps to ensure we can continue our purpose.

We deeply appreciate your ongoing commitment.

My gratitude extends to our dedicated volunteers and their thoughtful efforts throughout the year. From Mother's and Father's Day to Easter and Christmas, their care in preparing gifts, decorations and other items supports meaningful celebrations and ongoing family connection.

Our Board of Directors has offered unwavering support through, what has at times, been personally and professionally difficult. I am deeply grateful for their commitment to strong governance and to the mission we all share.

To our leadership team, thank you.

Your steady hands have guided our staff through difficult times, ensuring our organisation stays aligned, focused, and values driven. Because of you, I know our staff, carers, and clients are in safe hands.

Above all, our strength lies in our people. In our committed staff, who show up every day even when the work is tough. In our incredible carers, who open their homes and hearts without hesitation. And in the families, children, young people, and participants we serve, who are the strongest people we know.



# Numbers we're proud of.

1065

**STAFF EMPLOYED BY ALLAMBI CARE**

182

**FAMILIES SUPPORTED TO STAY TOGETHER**

376

**YOUNG PEOPLE SUPPORTED**  
Newcastle 240, Northern NSW 55, Victoria 81

625

**YOUNG PEOPLE SUPPORTED TO ACHIEVE SAFE & STABLE HOUSING**  
Homelessness services 469 clients,  
Homelessness Youth Assistance Program 74 clients

45

**INDIVIDUALS EDUCATED TO PROVIDE YOUTH AND FAMILY SERVICES**  
Diploma in Community Services graduates

131

**INDIVIDUALS SUPPORTED IN INDEPENDENT LIVING**  
Newcastle 115, Northern NSW 3, Victoria 13

# Commitment to reconciliation.

Our Cultural Team and Cultural Committee have worked with grace and dedication this year, holding significant events that give our next generation of boys and girls a voice, a space, and opportunities to express their culture.

In 2024, the Allambi Care Reconciliation Morning Tea at Charlestown brought together youth, community members, and staff around the theme "Bridging Now to Next." In Melbourne, staff and young people participated in a meaningful cultural walk with Elders, learning about the traditional landscapes and sites in the Boonwarung area. Teams across the region engaged with NAIDOC celebrations, from the Annual Newcastle NAIDOC march and smoking ceremony to Westlake NAIDOC Day at Pelican Foreshore, where staff enjoyed activities despite the rain, and the Northern Rivers NAIDOC events, which provided valuable opportunities to connect with local services and community members.

Charlestown also hosted one of our most memorable NAIDOC events, where the Yidaki Didge Group performed and Aunt Saretta shared the story of our Terambamba Woka. Staff achievements

were celebrated, with Jade Coombes and Cody Webb recognised for their ongoing advocacy in reconnecting young people to family, community, and culture. The Allambi Cultural Art Program was launched, with four young participants beginning their journey of self-expression through symbols, designs, and storytelling. The Yidaki Didge Group also empowered more than 14 boys to create and perform on their own didgeridoos at the Allambi NAIDOC event.

The Cultural Committee continues to build strong connections with Elders and community members. Uncle Amos Simon guided the committee through Glenrock, sharing significant bush tucker sites, stories, and artifacts embedded in the landscape. Additionally, three carers and three young people successfully transitioned to an Aboriginal Community Controlled Organisation, maintaining cultural guidance and strengthening ongoing family and community connections.

Individual achievements include Brad Tighe graduating with a Diploma of Community Services through our internal program and Aunty Debra

Swan providing cultural advocacy at the ABSEC Sector Forum, promoting truth-telling practices and human rights. We also celebrate Lekiesha Boswell, who is embarking on her journey to motherhood after nearly a year of invaluable contributions as a colleague and advocate.

These cultural initiatives have strengthened connections, nurtured expression, and empowered young people and staff alike. Through these programs, events, and collaborations, Allambi Care continues to grow in its commitment to culture, community, and reconciliation, shaping a future where every young person can proudly embrace and celebrate their heritage.

RIGHT  
Awabakal NAIDOC  
Community Day.





# 02

## OUR IMPACT

# Building belonging, one day at a time.



We don't focus on the challenges. The love and joy the boys bring into our lives is transformative.

Kaz

Kaz and Kyle are the kind of people who quietly change lives. Guided by compassion and a deep belief in giving back, they've opened their home to young people who need stability and connection. Over the years, they've cared for several children through Allambi Care - staying part of their lives long after they've moved on.

Today, they care for two young boys and do so selflessly, even while facing their own personal challenges. Kyle is a passionate advocate for people with disability and is well known across the Tweed for his work promoting inclusion and access. Kaz brings warmth, resilience and an unwavering focus on the boys' wellbeing. Together, they make an incredible team - grounded, generous and guided by love.

"We don't focus on the challenges. The love and joy the boys bring into our lives is transformative." - Kaz

Before coming into Kaz and Kyle's care, the boys were in an alternative care arrangement and struggling with trust and behaviour. They had no real sense of belonging or safety. But within the stability and warmth of Kaz and Kyle's home, that began to change.

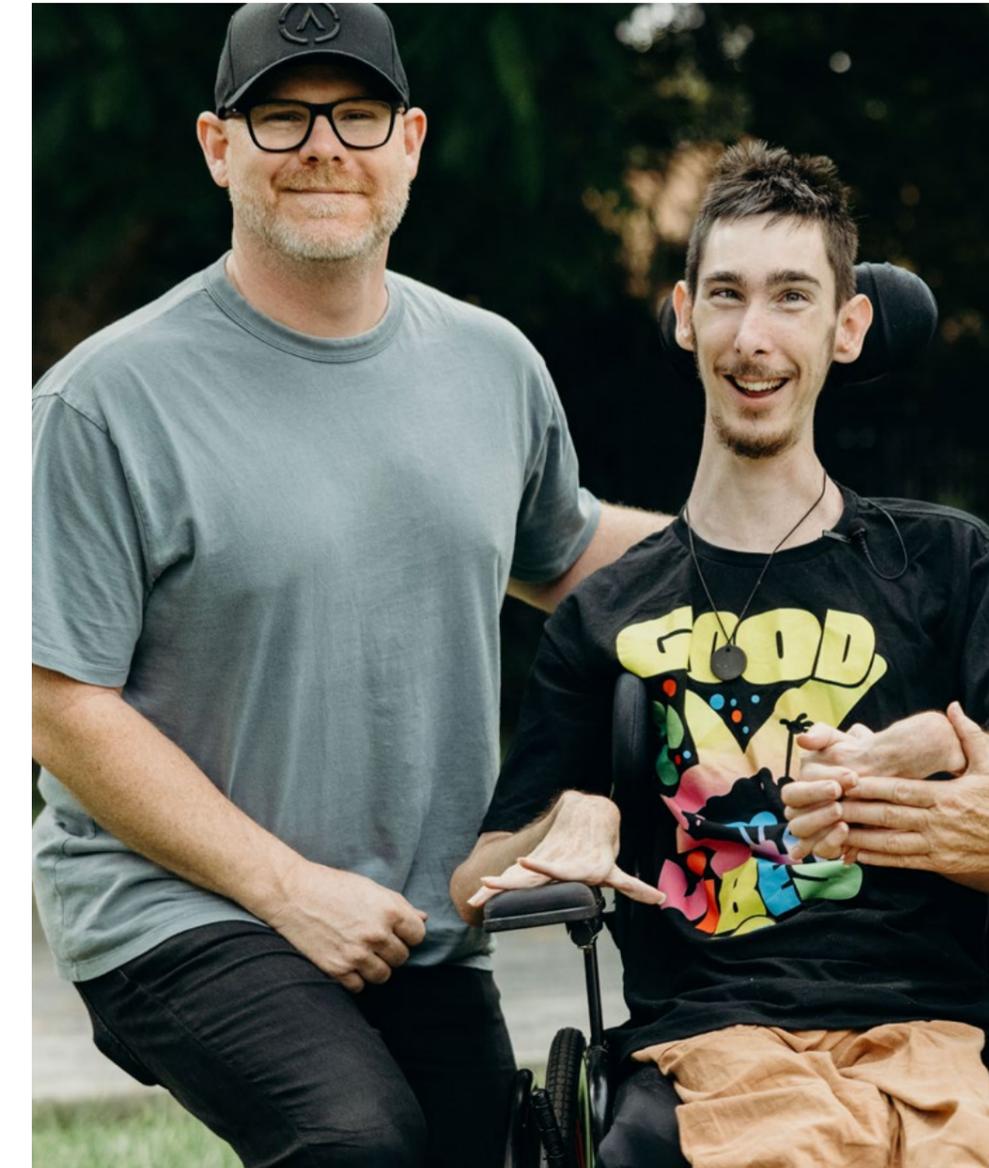
The boys are now thriving. They feel secure enough to show kindness, curiosity and confidence. They've learned to solve problems creatively and celebrate small wins - developing independence while knowing they are supported. Most importantly, they've learned that relationships can be safe and consistent. For Kaz and Kyle, watching

that transformation has been the greatest reward.

Allambi Care partners closely with them to make sure the family feels supported. Regular home visits, clinical coaching, and respite opportunities help ensure everyone has what they need to succeed. Our clinical team works alongside Kaz on behaviour support planning, while caseworkers attend medical and school meetings to provide ongoing assistance.

The boys are also part of Allambi's wider community, joining events like the Billy Cart Race and Christmas Party each year. Recently, they received a grant through the Our Kids Fundraising Initiative for an Orangutan Climbing Cube - a project that celebrates their progress.

Kaz and Kyle's story is a testament to what's possible when people open their hearts and give of themselves. Their care has changed two young lives - and their example reminds us all that foster carers are the steady anchors helping young people heal, grow and believe in their future again.



# Building caring communities: A global conversation about connection.



## Presence is the active ingredient of change.

**Ben Jones**  
Manager of Learning and Development

In June, the Building Caring Communities: Child, Youth and Family Global Conference gathered more than 500 delegates at the Brisbane Convention & Exhibition Centre. Representatives from Australia, the United States, the United Kingdom, Spain, South Korea, Ireland and beyond came together to explore one vital question: How do we build communities that truly care for children, young people and families in ways that are authentic, evidence-informed and relational?

Across two full days, world-class speakers shared research and practice grounded in compassion. Aunty Brenda Matthews opened with Walking With - a moving reflection on First Nations identity and healing. Harvard's Dr Junlei Li reminded us to notice "the in-between times"- the everyday interactions that help young people thrive. Dr Emma Goodall explored how to better support neurodivergent children in care, and Dr Howard Bath spoke on The Transformative Power of Being With.

Yet, amid these global voices, it was those with lived experience who made the deepest impact.

The 90-minute Youth Lived-Experience Panel brought six young advocates to the stage, including Allambi Care's Tim McQuillan and Olivia Mylesen (Liv).

Tim, now a Support Worker at Allambi, spoke with honesty about his journey through care, before performing a self-written rap that told his story. His courage silenced the room and reminded everyone of the power of being seen.

Liv closed the entire conference

with her own poem - a heartfelt plea for those in youth support roles to "do more and walk the walk." Her words moved hundreds of delegates to tears and left an indelible mark.

Their message was simple and unforgettable: relationships change lives. Even when young people aren't ready to talk, they notice who keeps showing up. As one panellist said, "Leave your sh\*t at the door - we can read you like a book."

Parent advocates echoed that truth, urging practitioners to listen first and assume nothing. Their honesty tied perfectly to Dr Li's reminder that "the in-between times matter just as much as the big moments."

Allambi's involvement went far beyond attendance. Our staff contributed across multiple program streams, with Ben Jones serving as MC and helping to create an atmosphere of warmth, inclusion and genuine dialogue. His role modelled what a caring community looks like in action.

Being part of such an international forum placed Allambi's relationship-based, trauma-informed approach on a global stage. It showcased how connection, consistency and authenticity remain at the heart of effective care - and how innovation begins with human presence.

For Allambi staff, the experience reignited a shared conviction: the most powerful interventions aren't defined by qualifications or programs, but by how we show up for each other and for the young people we serve.

### FOR THE ORGANISATION

Participating in this global gathering strengthened Allambi's culture of learning and reflection. Our team returned inspired, reaffirmed that small, consistent moments of care build trust, healing and belonging.

### FOR THE SECTOR

Working alongside partners such as Cornell University's Residential Child Care Project and Life Without Barriers positioned Allambi as part of a global movement for relational practice. The presence of national peak bodies ensured these insights will influence future policy and strengthen standards of care across Australia.

### FOR CHILDREN, YOUNG PEOPLE AND FAMILIES

Most importantly, the conference amplified the voices of those who have lived it. Seeing Tim and Liv lead from

the stage reminded everyone that young people are not passive recipients of care - they are partners and leaders in creating change.

Their courage continues to guide Allambi's work, shaping how we design programs, train staff and partner with families. They remind us that real transformation happens not through systems, but through authentic relationships built moment by moment.

For Allambi Care, the Building Caring Communities Conference was more than an event—it was a living example of our purpose. It reminded us that while frameworks and evidence matter, the greatest innovation lies in the simplest act of all: showing up, listening deeply and caring without condition.

Because when we do that - day after day - the communities we build truly begin to care.

## The in-between times matter just as much as the big moments.

**Dr Li**  
Co-Chair of the Human Development and Education Program, Harvard



**North Academy:  
growing with  
purpose.**

**86%**

of students felt supported by North Academy Staff.

**95%**

of students reported a positive experience at North Academy.

**86%**

of students felt academically supported.

**95%**

of students felt their social and emotional needs were met.

Being at North Academy has made me feel heard and seen. I feel like I'm succeeding in and out of school. I would never be able to go back to mainstream. North has changed my life for the better.

**Year 11 Student**

This year at North Academy has been one of growth, achievement, and opportunity - for students, staff, and the wider community.

North Academy is an independent, alternative learning school, redefining education for young people who thrive in flexible, supportive environments. Focused on innovation and inclusion, North Academy delivers learning experiences that meet students where they are, helping them reach their full potential.

A key milestone was the launch of our Year 11 pathway, alongside the successful application to extend to Year 12 in 2026. This expansion ensures students can continue their learning journey in an environment that values their strengths, interests, and individuality.

Our campus is also growing. A significant capital works project will introduce four new classrooms, a multipurpose hall, and a basketball court, along with upgraded administration areas. These purpose-built spaces will foster engagement, wellbeing, and collaboration, reflecting North Academy's commitment to holistic, inclusive education.

Throughout the year, students participated in programs that build resilience, leadership, and self-awareness, including Name, Narrate & Navigate, Love Bites, and the Life Changer Program. Initiatives such as Wear It Purple Day and a collaborative surfboard artwork project reinforced inclusion and belonging, helping students

feel valued and seen.

Learning extended beyond the classroom. Circle Time, Murder Mystery Days, Blindfolded Obstacle Courses, and Pickleball matches with local Police strengthened teamwork and connection. Excursions to the Hunter Wetlands, beaches, and bushland fostered confidence and curiosity, while recreational outings like Go Karts Go gave students the chance to challenge themselves and celebrate achievement.

Students also represented North Academy at Spicy Brain, showcasing their creativity through art and performance. Career-focused initiatives, including Careers Week and visits to local preschools, Police Communications Command, and NDIS providers, provided insight into employment pathways and inspired future aspirations.

A particular highlight was students achieving their Record of School Achievement (RoSA) - a milestone many thought beyond reach. Their determination reflects the resilience, courage, and spirit that define North Academy. Every success, every breakthrough, contributes to a culture where young people feel safe to grow, explore, and thrive.

Looking ahead, North Academy is focused on continuing this trajectory of growth and innovation. With new pathways, improved facilities, and a community united by care, we are creating an environment where every student has the opportunity to learn, connect, and build a brighter future.

# Good news stories.



## ALLAMBI CARE MARKS MILESTONE WITH FIRST ADOPTION ORDER IN NEW PROGRAM.

In 2024 Allambi Care celebrated their first Adoption Order, providing permanency for a young person to the care of his long-term carer. The young person, born in 2011 with significant health challenges, was cared for by his dedicated carer from the age of six months. A long-term carer for more than 35 years, this Foster Carer has been with Allambi Care since 2014.

Persistence and resilience were key as the carer initiated the adoption process over three years ago, overcoming

numerous barriers along the way. With unwavering support from the Allambi Care Case Work team, the adoption was successfully finalised on December 19, 2024, in the Supreme Court of New South Wales. The judge confirmed that adoption was the most fitting decision for the young person, cementing his place in his forever family.

## MATHEMATICS PRODIGY RECEIVES PRESTIGIOUS YOUTH OFF THE STREETS SCHOLARSHIP.

This story highlights the dedicated casework support that helped prevent a young person's placement from breaking down, ensuring he could continue his academic journey. The Case Work team at Allambi Care worked tirelessly, providing daily phone calls, weekly house visits, and engaging various supports to keep the placement intact.

As a result, the young person successfully completed Year 12 in 2024, achieving remarkable academic accomplishments, including an early acceptance into the University of Newcastle for a Bachelor of Aerospace Engineering. He also received a prestigious Youth Off the Streets 2024 scholarship, which will support his educational and personal growth in the years to come.



## SUCCESSFUL TRANSITION TO LONG-TERM HOME FOR TWO YOUNG BOYS

The flexibility of the Therapeutic Home-Based Care (THBC) funding model enabled a permanent and nurturing home for two young boys with high support needs. By presenting a strong case, Allambi Care secured departmental approval for a THBC model outside standard guidelines, ensuring the best long-term care option for the children.

Creative recruitment strategies played a key role in finding the right carer. A deidentified profile of the boys and details of the THBC model were shared internally, leading to a foster care team member stepping forward to provide the boys with a loving, long-term home.

A comprehensive, multi-service transition plan ensured a smooth move to their new home in November 2024. Various teams, including TracksHealth, Learning Centre, and Carer Recruitment, collaborated to provide wrap-around support, preventing the boys from entering high-cost emergency care. Today, they are thriving in their new family, calling their carer their "forever mum."

### FROM HOMELESSNESS TO FAMILY REUNION

Bailey, a 15-year-old boy who spent almost three months in Allambi's youth refuge, was reunited with his father after believing he was deceased for years. Through dedicated family finding by the Homeless Youth Assistance Program (HYAP), Bailey's father was located, and an emotional reunion was facilitated with his father and siblings.

This successful reconnection has sparked hope for restoration to his family, with discussions now underway for Bailey to move to Sydney to live with his father, stepmother, and siblings, offering him a future beyond homelessness.



### GLENNESSA'S DRIVING AMBITION

Glennessa, who had experienced over 80 placements in five years, found stability after transitioning to Allambi Care's Intensive Therapeutic Care program in May 2023. This stability has allowed her to focus on her personal goals, including her ambition to become the first in her family to obtain a driver's license.

With the dedicated support of a team that provides consistent care and encouragement, Glennessa is currently progressing through weekly driving lessons with an independent instructor, taking significant steps towards achieving her driving goal.



### ALLAMBI CARE HELPS JAKE\* REUNITE WITH FAMILY THROUGH FACETIME AND VISITS

The Family Search and Engagement team at Allambi Care worked tirelessly to reconnect Jake with his father and Grandpa after years of separation. Through creative methods like FaceTime calls, in-person visits, and letters, they facilitated meaningful connections and helped strengthen family bonds.

Innovation and persistence in exploring various ways to maintain these relationships have enabled Jake to form strong, positive connections with his family, highlighted by special moments like attending his sister's formal and spending Christmas together. Regular visits and sleepovers continue to bring joy to Jake, as he shares stories and laughter with his family.

\* Name changed for privacy reasons.

# Building skills, strengthening the sector: The UNE partnership.



At Allambi Care, learning and development sit at the core of who we are. We believe that the work our people do is part of a lifelong career in care – one that deserves ongoing support, training and opportunity. Through our continued partnership with the University of New England (UNE), we're able to deliver on that commitment, helping staff across New South Wales and Victoria gain qualifications that strengthen both their practice and the broader community services sector.

This collaboration with UNE has grown steadily over the years, creating meaningful education pathways for staff to complete a Bachelor of Community Services while continuing their important work with children, young people and families. In May 2025, our first cohort of 18 staff graduated from the program, with another 17 nearing completion, 12 halfway through and 24 preparing to begin their studies in 2026. Each milestone reflects not just individual achievement, but collective progress for our organisation and the sector as a whole.

Allambi Care was acknowledged at the graduation ceremony in Armidale for its partnership approach and contribution to building a qualified, capable workforce in community services. It was a proud moment to see our graduates celebrated alongside UNE's Chancellor, Vice-Chancellor and lecturers – recognition of a shared belief in the value of education to strengthen care and support in regional communities.

During the visit, Allambi staff met with UNE stakeholders to explore further opportunities for collaboration, including vocational and tertiary pathways for young people in our care, university experience trips and potential links with North Academy. These discussions aim to create long-term connections between education and opportunity – for both our workforce and the next generation of learners.

A key achievement has been the inclusion of frontline staff in the program, following years of collaboration and the development of internal training to ensure readiness for university-level study. Their practical experience brings depth to the



learning environment, strengthening the connection between academic study and real-world care.

The expansion of the program to Northern NSW and Victoria in 2025 has furthered this reach. UNE's flexible, largely online model allows staff from regional and remote areas to access higher education while receiving tailored support from Allambi's internal training team.

Fieldwork placements have also become a highlight, with students spending seven weeks working across different Allambi programs – from ITC and NDIS to Fostering, Permanency and Outreach. This exchange of experience

has helped staff build stronger relationships across departments, gain a deeper understanding of different ways of working and share knowledge that benefits the whole organisation.

Through the UNE partnership, Allambi Care is contributing to the development of a more skilled, connected and resilient workforce – one that continues to evolve in response to the needs of our sector and the communities we serve. It's a quiet but powerful example of how investing in people builds capacity not just within an organisation, but across the entire system of care.



# NDIS.



The last 12 months in the Allambi Care NDIS Program have been a journey of reflection, growth, and transformation. Over this period, the program has undergone a significant restructure, refocusing the team on best practice, strengthening connections, and embedding continuous improvement. For the first time at Allambi Care, new NDIS Support Workers receive a comprehensive NDIS training package, setting them up for a meaningful and purposeful journey supporting some of the community's most vulnerable individuals to reach their full potential.

The program has also expanded its reach, introducing new service streams including Support Coordination and Community Supports for both adults and children. These additions have seen significant growth over the past year, creating strong momentum and exciting opportunities for the future.

A clear example of the impact of these services can be seen in a participant living in a Shared Independent Living (SIL) environment. He has significant functional impairments, is non-verbal, experiences epilepsy with frequent seizures, and has a low tolerance for interpersonal interaction. Historical behaviours included aggression, property damage, and refusal of personal care, which led to disengagement, reduced quality of life, and disruption within the home.

Allambi Care took a collaborative approach, working alongside allied health professionals, including the Specialist Disability Health Care Team (SIDHCT), to

coordinate a multidisciplinary response. Staff supported GP and specialist appointments, translated functional observations into actionable goals, and gathered extensive health data. Therapists introduced scripting, social stories, and environmental modifications such as soft flooring to reduce injury risk. Behaviour support focused on reducing restrictive practices and building tolerance, while neurology and neuropsychology teams refined medication and seizure management plans. A tailored Ambulance Management Plan and proactive communication with family and decision-makers ensured continuity of care during challenging times.

This collective effort uncovered previously untreated medical issues and enabled tailored interventions that transformed the participant's daily experience. He now engages in personal care, enjoys meaningful family visits, and experiences fewer acute episodes. His quality of life has significantly improved, and his growing independence has surpassed all expectations.

The NDIS team at Allambi Care are deeply proud of this progress. The participant's journey has inspired the team to think more creatively, collaborate more closely, and reaffirm their commitment to person-centred care.

Over the next five years, the program aims to deepen this approach, empowering individuals with complex needs to live more independently and meaningfully. With expanded services, innovative training, and strong multidisciplinary collaboration, Allambi Care's NDIS program is well-positioned to continue leading positive change.



# Learning and Development.



This commitment to learning, innovation and collaboration continues to position Allambi Care as a sector leader - empowering staff to grow, adapt and create lasting impact.

The 2024–2025 year was one of transformation, recognition and innovation for Allambi Care’s Learning and Development (L&D) team. Their work continued to strengthen how learning is designed, delivered and experienced - ensuring that every program builds capability, confidence and better outcomes for the children, young people, families and adults supported across Allambi Care’s services.

This year marked the tenth anniversary of Allambi Care’s Diploma of Community Services pathway - a milestone made

even more significant by its national recognition. The program was named a Top 3 Finalist in the 2025 Australian Training Awards for Innovation in VET, standing alongside major State TAFEs and industry-led programs from mining, rail and health sectors. With an outstanding 94 per cent completion rate - more than double the national average - the Diploma continues to create meaningful career pathways for staff while strengthening the organisation’s capacity to deliver high-quality, trauma-informed care.

Internally, February 2025 saw the rollout of a refreshed two-stream induction program, tailored to the distinct needs of staff entering either Intensive Therapeutic Care (ITC) or NDIS Disability Services. Recognising the unique skillsets and compliance requirements of each stream, the new induction model delivers targeted, hands-on learning aligned with Allambi Care’s core frameworks. Operational supervisors now play a direct role - meeting new staff during onboarding and introducing them to the people they will support. This approach bridges theory and practice, improving staff preparedness, retention and confidence from day one.

The team also expanded its focus on wellbeing through the Mental Health First Aid (MHFA) program, with 28 staff completing the course and 12 becoming accredited Mental Health First Aid Officers. Facilitated by trainers Laura Martin and Neil Richardson, this initiative has fostered a stronger culture of care and early intervention across Allambi Care’s workforce.

Regionally, the L&D team continued to build sustainability by training new local facilitators and embedding self-sufficient models in Northern NSW and Victoria. A Diploma pilot for Northern NSW is planned for 2026, further extending opportunities for professional development and leadership in regional areas.

Externally, Allambi Care’s training arm, Tact, strengthened its national and international footprint, now

supporting over 900 certified TCI Trainers across Australia and New Zealand. The International Building Caring Communities Conference in Brisbane further showcased Allambi Care’s thought leadership, bringing together practitioners, researchers and youth advocates to exchange ideas and strengthen outcomes across the sector.

While the year brought complex challenges - including evolving national VET standards - the team’s advocacy helped shape practical reforms, ensuring training remains grounded in the realities of frontline care. This commitment to learning, innovation and collaboration continues to position Allambi Care as a sector leader - empowering staff to grow, adapt and create lasting impact.



# Victoria.



The 2025 financial year has been a landmark period for Allambi Care Victoria - a year defined by growth, innovation, and deeply meaningful impact. Across our programs, we've seen young people and families thrive through connection, care, and consistency, as our team continues to strengthen its footprint throughout the state.

Our Foster Care Program achieved a major milestone this year, being awarded the Therapeutic Foster Care tender. This new opportunity has allowed us to establish eight new targets - four in metropolitan areas and four in Gippsland - expanding our ability to support more vulnerable young people while increasing the level of care and training provided to foster families. To build on this progress, we are planning to welcome a dedicated Behaviour Specialist to the team by the end of 2025. This role will deepen the therapeutic support available to children and carers, ensuring families have the tools and guidance they need to provide stable, healing environments.

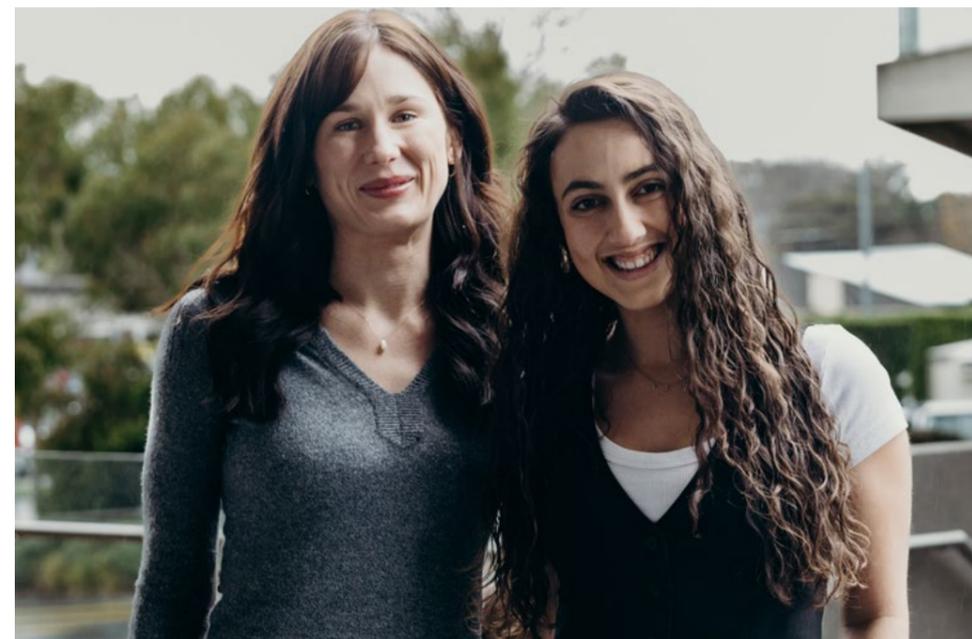
Our foster care team has also completed the Therapeutic Crisis Intervention (TCI) for Families training, further enhancing their ability to deliver therapeutic care and train carers in trauma-informed practice. Meanwhile, all 12 of our residential homes have now been funded under the therapeutic program, enabling a more holistic and personalised approach to each placement. These developments are already helping young people better regulate emotions, strengthen

relationships, and transition back to family or community life with greater stability and confidence.

This year, our Targeted Care Package (TCP) team also grew to include three new case workers, expanding our capacity to provide ongoing, individualised support. A key focus has been supporting young people as they move from residential care into the TCP program, an important step in maintaining stability and trusted relationships during a critical stage in their development. Continuity of care allows young people to remain connected with the workers and support networks that have helped shape their journey, promoting resilience and long-term wellbeing.

Among the many triumphs of 2025, several reunifications stand out as powerful reminders of what's possible through consistent, compassionate care. One young Aboriginal person, who entered our care in 2020, has now successfully returned to his mother's care and is thriving. Another young person has reconnected with his cultural identity, supported by Allambi Care through visits to Country, attending AFL cultural events, and spending meaningful time with family in New South Wales.

As Allambi Care Victoria continues to evolve, we remain grounded in our mission: to innovate with purpose, grow with humility, and create pathways that empower young people and families to build stronger, more connected futures.



# Northern NSW.



As Allambi Care's Northern NSW operations conclude our second full year, we've taken time to reflect, celebrate, and recognise our growth. Under the leadership of our Director, Lindsay Fish, we have navigated challenges with resilience and optimism, always keeping the needs of children, young people, and families at the centre of everything we do.

This year, we welcomed new leadership to our team. Kiara McBeath joined us as ITC Manager, bringing fresh energy and direction, while Katrina Hollibone stepped into the role of People, Support and Culture Officer, helping us strengthen our commitment to staff wellbeing and development. We've also celebrated internal growth, with a new Therapeutic Specialist and House Manager stepping into their roles after progressing from within, bringing renewed purpose and pride to our team.

Our ITC program expanded with the addition of two STEP homes, which we've overseen with care and dedication. A standout moment for us this year was seeing our first ITC young person successfully transition into TSIL—a milestone that reflects both the young person's commitment and the support we provide.

In 2025, we formed our Northern On-Call Team, with James Chant, Jamie Foley, and Munirah Aremu stepping into these important after-hours roles. Their support has eased pressure on the broader management team and created space for better balance and wellbeing.

Our foster care program has continued to grow, with several new respite carers joining us and a long-term carer authorised. We're also progressing two adoption assessments and one guardianship assessment, keeping our focus on permanency and stability for the children and young people we support.

Community engagement remains a priority for us. We proudly sponsored and attended the Alstonville Community Christmas Carols, the Bangalow Billy Cart Derby, and the Alstonville Wollongbar Fun Run. These events help us build stronger local connections and share the heart of our work with the wider community.

Looking ahead, we are focusing on stabilising growth in ITC and continuing to develop our THBC and foster care programs. We are prioritising carer support, regular training, and enhanced in-person onboarding to strengthen our local capacity and continue growing with purpose, care, and commitment to those we serve.





# Learning Centre: Creating pathways for growth and confidence.

At Allambi Care, learning is about connection, confidence and self-belief. The Learning Centre provides young people with a supportive, individualised education environment where they can rediscover their potential and develop the skills to achieve their goals. Programs include distance education, digital vocational pathways, tutoring and specialised sessions in areas like relationships, sexuality and music. Every approach is trauma-informed, strengths-based and centred on creating safety and belonging.

Over the past year, the Learning Centre has strengthened partnerships and expanded opportunities for young people disengaged from traditional schooling. A key initiative has been the collaboration with TAFE Digital NSW to deliver a Year 10 equivalency program (Certificate II). TAFE provides the learning materials, while the Learning Centre delivers the in-person support needed for students to succeed.

This program has reconnected students who had previously withdrawn from education, helping them re-engage in a supportive environment. Three young people have already completed their Year 10 equivalency, with another three on track to finish by year's end. Two have since enrolled in Certificate III programs, while another is pursuing an apprenticeship – clear evidence of renewed purpose and belief in their abilities.

Tayla's\* story captures this impact. When she arrived at the Learning Centre at 15, she had experienced multiple placements and schools and lived with severe educational anxiety. Initially hesitant, she soon found stability, consistency and trust in her educators. Tayla chose to stay, completing her Certificate II and now working toward her

Certificate III with the goal of becoming a Youth Worker.

Her journey reflects the heart of Allambi Care's Learning and Development approach – creating pathways that nurture potential, restore confidence and open doors to a brighter future.

\*Name changed for confidentiality.





### FAMILY PRESERVATION

Through our Family Preservation Program, Allambi Care is proud to be supporting 97 families in the Hunter region and 40 families on the Central Coast. Behind each number is a story of resilience, growth, and hope. Our teams work side by side with parents and children in their own homes, helping to strengthen family bonds, create safer environments, and build skills for long-term stability. For some families, this means finding new ways to communicate and connect; for others, it's about accessing the right supports to overcome challenges. At the heart of it all is one goal – to keep children safe, happy, and connected to their families wherever possible. We are privileged to walk this journey with families, celebrating their wins, encouraging them through setbacks, and seeing firsthand the difference that strong, tailored support can make in keeping families together. Our Social Work team works hand-in-hand with the Family Preservation program, bringing specialist knowledge and therapeutic insight to strengthen outcomes for families. By sitting alongside caseworkers, they add depth to assessments, support planning, and provide guidance that helps families navigate complex challenges while keeping children safe and connected.

### TSIL/SIL (TRANSITION TO INDEPENDENCE)

During the 2024–2025 financial year, 38 young people transitioned into the T/SIL program, coming from a variety of care models both within Allambi and from external providers.

This past year, our young people have shown incredible strength and determination. With the right support, they have stepped into independence in ways that are as diverse as they are inspiring, securing jobs, continuing their education, gaining driver's licences, entering the private rental market, reconnecting with natural supports and for some, embracing parenthood.

There isn't one "good news" story; there are many. Each young person's journey reflects courage, resilience, and hope. This year brought a powerful shift. Our young people are not only working toward their own independence, but several are aspiring to careers in the OOHHC sector, showing a deep commitment to walk alongside and support the next generation. Collectively, their voices shape the direction of the program, reminding us that the T/SIL program is at its best when young people are in the driver's seat of their own futures.

### THE 'BUZZ' PROGRAM

In 2024, the T/SIL team launched the Buzz Program. The inspiration came from a T/SIL House Manager who recognised the importance of creating safe, supportive opportunities for young people to connect, belong and grow outside of formal program structures. Through monthly activities that blend fun with skill-building, the impact of the Buzz has been profound. It has become a safe and welcoming community where young people can be themselves, expand their social networks and learn skills that support life after care. The Buzz is more than just a program; it is a growing community that celebrates resilience, connection, and the belief that every young person has something valuable to contribute. Its success reflects the creativity and voice of both young people and staff within Allambi.

### SHS

Our youth and housing programs are making a real difference every day. Through Allambi House, SHS Outreach, and Rent Choice Youth, young people are finding private rentals, securing jobs, building independence, and reconnecting with their families. HYAP has been helping families strengthen bonds and encouraging positive choices, while our partnership with the Children's Court ensures young people involved in the justice system receive the guidance and advocacy they need. We've also joined forces with PCYC and NSW Police to run gym sessions and community

activities, giving young people in care new opportunities to connect, grow, and thrive. Beyond program delivery, our team remains actively engaged with the wider community through interagency and Youth Action meetings, building strong partnerships and keeping young people at the centre of everything we do.

### COMMUNITY PARTICIPATION (NDIS)

Allambi Care's Community Participation program under the NDIS has continued to grow, reaching more people in the community while creating exciting opportunities for young people to connect, learn, and thrive. Alongside this growth, we're also investing in the development of our youth workers, building a skilled and passionate team who are making a real difference every day.

### FSE

The Family Search and Engagement (FSE) team continues to strengthen collaboration across Allambi by embedding a unified approach to family connection. From intake through to exit in Intensive Therapeutic Care (ITC), the team prioritises reconnecting children and young people with families, kin, and communities, so that meaningful networks are built and maintained. Working alongside case management teams, the FSE team provides training, tools, and collaborative practice to support services in Victoria and Northern

NSW, embedding connection goals into case plans and promoting everyday practices that recognise belonging as a right. Our Family Peer Advocate, Claire, plays an important role by sharing lived experience, supporting foster carers, and ensuring family voices are central to our work. Her advocacy and storytelling enrich practice and strengthen our commitment to family-inclusive care. Alongside this, our Name, Narrate, Navigate (NNN) program continues to expand, helping young people build emotional awareness, resilience, and positive coping strategies, while developing the skills and confidence of our youth workers.

### SOCIAL WORK TEAM

Allambi's small but dynamic Social Work team of three has supported 48 families this year across ITC, Family Preservation, Secure Connections, Foster Care, NDIS and fee-for-service counselling. They facilitated a range of evidence-based programs including Blackbox Parenting, Circle of Security, Shark Cage, My Kids and Me, Shine for Women, NNN, and piloted "Drawing on Your Emotions," with 46 participants engaged. The team also supervised multiple Social Work student placements in partnership with ACWA and UON, contributing to workforce development. Despite relocating premises, they maintained delivery of the Secure Connections program in collaboration with Baptist Care, supporting young parents and their babies through

intensive and ongoing community support. Research partnerships with the University of Canberra and UNE are underway to evaluate program outcomes. Alongside this, the team has developed new resources, guides, and frameworks to strengthen practice across NDIS, parenting, and mental health supports. Staff also participated in national conferences to further build expertise, and recently welcomed Amy Smith as Adolescent and Family Counsellor, who will collaborate on future groupwork programs.





# Fostering and Permanency Program.



After a challenging 2024, marked by sector-wide pressures on carer recruitment and retention, 2025 has been a year of renewal, innovation, and real progress for our Fostering & Permanency team.

Last year, it became clear that many carers were finding it harder to continue their journey or take the first step into fostering. In response, our team spent the final months of 2024 rethinking how we recruit, support, and retain carers, trying new approaches and working closely together to find solutions.

At the start of 2025, we focused on rebuilding our carer community through our Therapeutic Home-Based Care (THBC) program, creating opportunities for people to care for young people with high and complex needs. Our campaigns across SEEK sparked interest, leading to more enquiries and successful transitions from residential care into stable, family homes. Today, the THBC program supports 16 young people, each thriving thanks to the dedication of their carers and the support of our team.

A new role introduced in January is focused on accelerating transitions from residential care. Working closely with our Intensive Therapeutic Care team, People Support & Culture, and other support services, this role ensures external referrals receive the attention they need. It has strengthened our relationship with DCJ's local placements team and helped more children and young people move into our Foster Care program. Having a dedicated person in this role,

with a thorough understanding of carer availability, has directly contributed to an increase in children and young people entering care. This has become a model of collaboration that exemplifies what's possible when we unite across programs with a shared purpose.

Several initiatives were also introduced to better support and recognise carers, including the Annual Carer Voice Survey, regular forums and updates, complimentary coffee at the Allambi Care café, storytelling on social media, and the establishment of a Carer Reference Group, ensuring carers' voices continue to guide our work.

One story that captures the heart of our work is a sibling group of five. Three children moved from residential care into a loving foster home, while the older two moved into supported independent living nearby. Seeing all five happy and thriving has been a powerful reminder of why this work matters.

Carer enquiries and authorisations began climbing early in the year and have continued to rise steadily. Our proactive support strategies are helping us retain existing carers while expanding our capacity to provide home-based care to more young people entering the OOHC system.

# Community engagement.



Big W Winter Appeal



Building Better Communities Conference



The Allambi team celebrated NAIDOC across Lake Macquarie and Newcastle.



Our annual Wear it Purple event celebrated inclusivity with the community.



Allambi Care partnered with Lake Macquarie City Council and Grundy's Skateboarding for the opening of the Rathmines Youth Hub and Playground.



Proud to partner with Lake Macquarie City Council for the 2025 Lake Mac Awards, a fantastic event that recognises the incredible individuals and groups making a difference in our community.



Our Allambi refuge team attended the Hunter Homelessness Connect Day. The objective is to connect with others who have experienced similar challenges and are now living in stable, suitable accommodation.



Allambi Charity golf day



Allambi again supported the Bangalow Billy Cart Derby. Our Northern NSW team love being a part of this community.



Allambi Care lead out Santa and Mrs Claus at the Lake Mac Carols in the Park.



Spicy Brain - an unforgettable night filled with incredible performers that brought nothing but energy, passion and infectious smiles. Celebrating neurodiversity, disability and creativity.





Allambi Care supported Got Your Back Sista's "I Run For Her" Campaign for the ninth consecutive year.



Variety Spin 4 Kids Charity Ride - all about raising funds to give children in remote areas of NSW access to better health services. Allambi Care go back-to-back.

Debra Swan and Barry McGrady gave a lecture to the University of Newcastle, Australia social work students about the importance of family finding work and the impact of the Stolen Generation on Aboriginal people.





# 03

## FINANCIAL INFORMATION

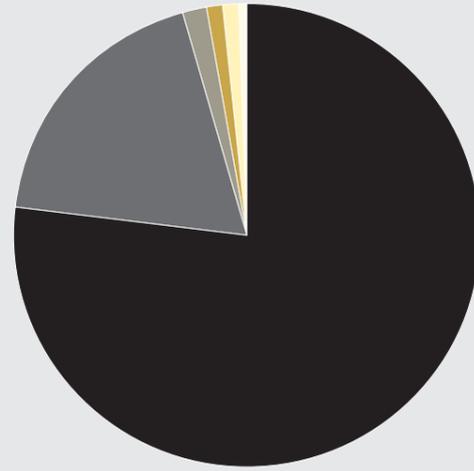
# Finance.

## OVERVIEW

In the 2024/25 financial year Allambi has achieved an operating surplus of \$211,317.

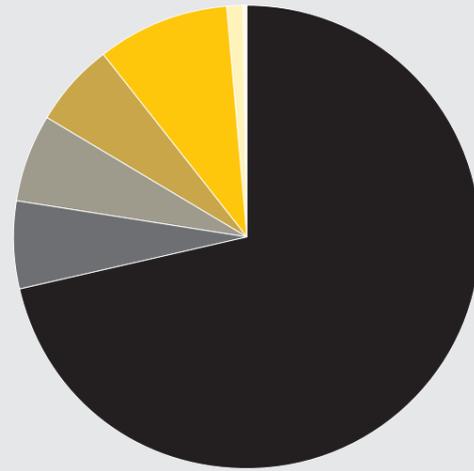
## INCOME & EXPENDITURE

Income has increased from prior financial year by 5.91% or \$7.6m. Expenditure has also increased by 5.86% or \$7.5m during the 2025 financial year. The majority of expenditure relates to employment costs which represent 71% of total expenses.



### INCOME

- State Funding (76.8%)
- Commonwealth Funding (18.7%)
- Other (1.8%)
- Client contributions (0.9%)
- Sale of goods (0.2%)
- Interest (1.1%)
- Rent (0.5%)

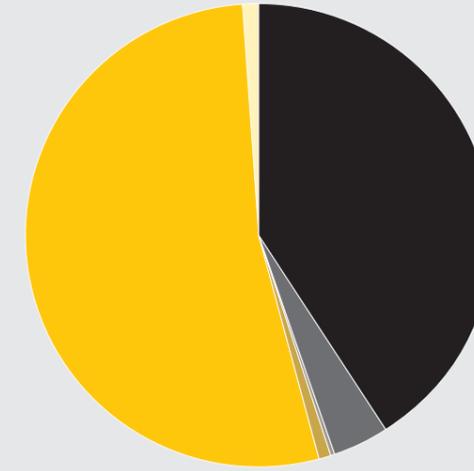


### EXPENDITURE

- Employment (71%)
- Household (6%)
- Client/Carer direct operating exp (6%)
- Insurance (6%)
- Other (9%)
- Depreciation/Amortisation (1%)
- Inventory (0.2%)

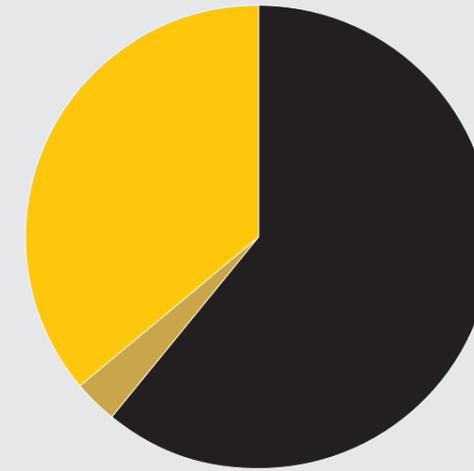
## BALANCE SHEET

Total assets have increased by \$13.9m or 15.85% compared to 2024. Capital expenditure during the financial year has equated to \$855k. Total liabilities has increased \$5.2m or 22.41% compared to 2024. Net assets have increased 6.4% to \$8.7m.



### ASSETS

- Cash (41%)
- Accounts receivable and other debtors (4%)
- Inventory (0.02%)
- Other (1%)
- Property, plant & equipment (53%)
- Right of use assets (1%)



### LIABILITIES

- Accounts Payable and Other Liabilities (61%)
- Financial liabilities (3%)
- Provisions (36%)

Income & Expenditure	2025 \$ 000's	2024 \$ 000's	2023 \$ 000's	2022 \$ 000's	2021 \$ 000's
Income	136,558	128,939	117,289	104,043	87,929
Expenditure	136,347	128,802	114,783	99,784	86,196
<b>Operating Surplus</b>	<b>211</b>	<b>137</b>	<b>2,506</b>	<b>4,259</b>	<b>1,733</b>

## Balance Sheet

Total Assets	102,008	88,051	85,204	77,078	58,232
Total Liabilities	26,386	23,189	20,479	14,858	13,477
<b>Net Equity</b>	<b>73,622</b>	<b>64,862</b>	<b>64,725</b>	<b>62,220</b>	<b>44,755</b>

## Cashflow

Cash at 1 July	33,558	34,104	29,467	22,547	22,625
Cashflows from Operating Activities	10,258	2,624	8,849	8,362	1,080
Cashflows from Investing Activities	(696)	(2,247)	(3,103)	(549)	(439)
Cashflows from Financing Activities	(871)	(923)	(1,109)	(893)	(719)
<b>Cash at 30 June</b>	<b>42,249</b>	<b>33,558</b>	<b>34,104</b>	<b>29,467</b>	<b>22,547</b>



# Areas of operation.



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#### NORTHERN NSW

- Foster Care
- Family Finding
- Clinical Services
- Intensive Therapeutic Residential Care

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#### HUNTER

- Foster Care
- Intensive Therapeutic Residential Care
- Family Finding
- Clinical Services
- NDIS
- Court Support
- Family Support
- Homelessness Support

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#### SOUTH MELBOURNE

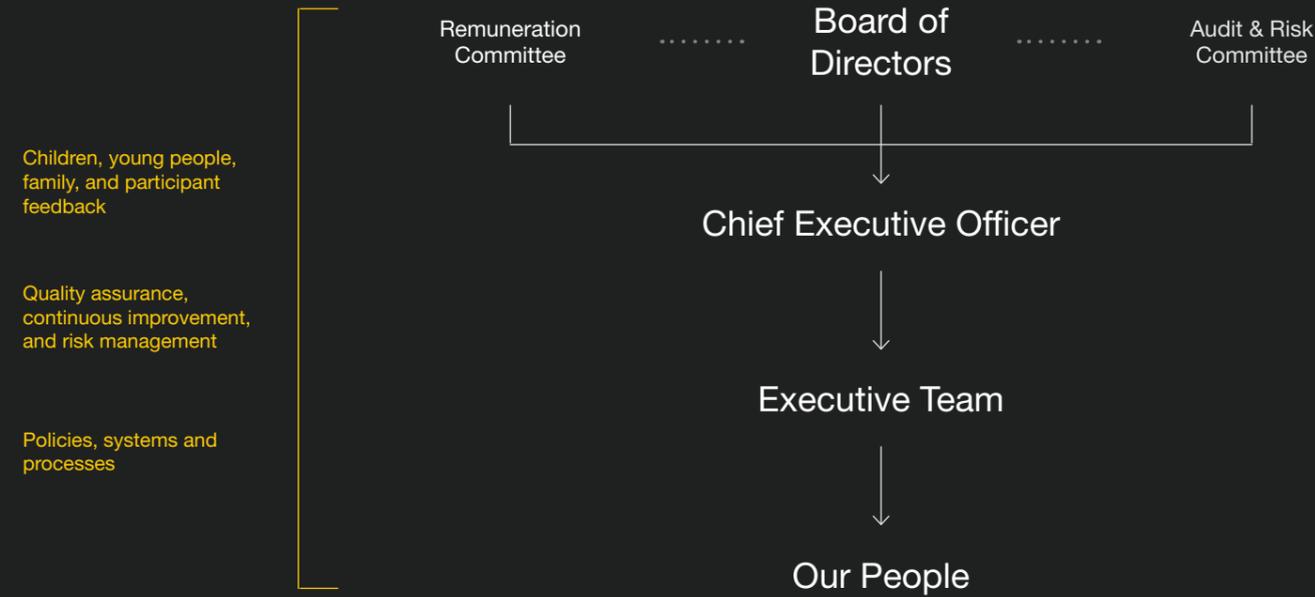
- Residential Care
- Foster Care
- Family Finding
- Clinical Services

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#### GIPPSLAND

- Residential Care
- Foster Care
- Family Finding
- Clinical Services

# Allambi Care governance map.



# Leadership team.



**Simon Walsh**  
Chief Executive Officer



**Brett Smith**  
Chief Executive Officer  
Operations



**Stephen Graham**  
Partnerships, Engagement  
& Innovation



**Mark Harrison**  
Therapeutic Care  
& NDIS Victoria



**Lyndal Day**  
Finance



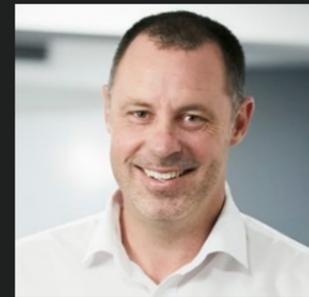
**Adam Walsh**  
People, Support & Culture



**Dr. Howard Bath**  
Consultant — Research, Training  
& Program Development



**Kelly-Lee Goodchild**  
Family & Early Intervention  
Services



**Tim Reed**  
Fostering & Permanency



**Mark Said**  
Organisational Development



**Dr. Paul Baker**  
Clinical Services



**Thomas Blomley**  
Corporate Services



**Lindsay Fish**  
NSW Operations

# Board of Directors.



**Ken Youman**  
Chairperson —  
Non-Executive Director



**Peter Parsons**  
Vice Chairperson —  
Non-Executive Director



**Scott Lucas**  
Treasurer —  
Non-Executive Director



**Simon Walsh**  
Secretary —  
Executive Director



**Bronya Thomas**  
Non-Executive Director



**Paul Sneddon**  
Non-Executive Director



**Dr. Tony Ryan**  
Non-Executive Director



**Kay Fraser**  
Non-Executive Director



**Brett Smith**  
Executive Director



**Thomas Blomley**  
Executive Director



