



Annual Report 2024-25

PALS^{INC}

PROVIDING ALL
LIVING SUPPORTS

LIVE YOUR LIFE WITH PALS

Our vision is for a fully inclusive community where all people achieve their potential.

Our mission is to coordinate, strengthen and improve services which connect people to their community.

PALS Inc. acknowledges the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water, and community.

We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past, present and emerging.

PALS Inc celebrates the richness of diversity in our community. We respect and support all people in equal measure, irrespective of their disability, ethnicity, faith, sexual orientation, and gender identity.

Contents

PALS Inc. Board Members	Page 4-6
Strategic Plan 2022-2024	Page 7
Board and Executive Report <ul style="list-style-type: none">- Delivering quality and impact- Strengthening leadership and governance- Responding to a changing sector- Appreciation and recognition	Page 8-11
Client Voice	Page 13
Meetings of Board Members	Page 14-15
Financial Statements	Page 18-34



Board Members



Alex Kalff | Chair

With over 20 years' expertise in quality assurance, risk management, governance, research, and clinical services within speech pathology and specialist behaviour support, Alex is dedicated to empowering organisations, disability professionals, and individuals with disabilities to flourish and thrive. Currently Executive Director at Trellis Australia, Alex brings a wealth of experience from her previous roles at Scope Australia and Cerebral Palsy Australia.



Anna Graham | Vice Chair

Anna is an innovative, engaged and driven senior professional with experience in leading operations, community and professional advocacy and governance for small business and NFP organisations. She is adept at using transparent and collaborative approaches to build trust among a range of internal and external stakeholders.



Shazia Haider | Board Member

Holding a master's degree in business management, specialising in human resources, with a bachelor's degree in computer applications, Shazia is an HR professional with over 20 years' experience. She has worked with ASX listed companies including IBM, Telstra, Australia Post, RMIT University and government. A stroke survivor with physical and cognitive disability, Shazia is passionate about the role people with disabilities can play in their communities, believing all people share a desire to contribute to society and live fulfilling lives.



Bronwyn Stanley | Board Member

Bronwyn is an experienced NDIS Support Coordinator with a demonstrated history of working in the disability sector for over 15 years. Bronwyn is a proud foster carer and grew up in the district. She has worked in several areas including quality management, business management, finance, project coordination and NDIS planning.

Board Members



Samuel Power | Board Member

Samuel brings 10+ years experience in banking and finance, with a strong focus on risk management, financial oversight, and governance. Dedicated to helping individuals and organisations navigate complex financial landscapes while ensuring operational efficiency and long-term sustainability, Samuel's experience contributes to the board's mission of providing quality living support services to all individuals, ensuring financial sustainability.



Fiona Luke | Board Member

An accomplished leader, Fiona brings extensive experience in both public healthcare and local government, with a strong focus on aligning strategic organisational objectives with effective day-to-day operations. Fiona is deeply passionate about advocating for people with disabilities and making a positive impact in her local community. With lived experience supporting a family member with a disability, she brings personal insights to her professional work, driving inclusive practices and creating environments where everyone can thrive.



Samuel O'Sullivan | Board Member

Sam is a litigator with professional experience in both the private and not-for-profit sectors. He specialises in employment, industrial, human rights, and administrative law. Sam grew up in the Moira district and was an eager participant in various local associations. He is passionate about the local community and the organisations that enhance the lives of its citizenry. Sam holds undergraduate degrees in Arts and Law, and a Master of Law from the University of Berlin.

Board Members



Joanne Ryan | Chair (to July 2024)

A graduate of the Australian Institute of Company Directors and holding a Bachelor of Business (finance) degree, Joanne has more than 25 years' experience in the finance industry. She achieves success by implementing efficient financial systems and streamlining financial processes. Her previous senior management roles include assistant CEO, corporate and business services manager, and finance manager positions, as well as wide experience in voluntary and community roles.



Sarah Morgan | Board Member (to August 2024)

Sarah is an experienced senior adviser in the public sector and has previously worked in Deloitte's risk advisory service line. She holds a Bachelor of Law and Commerce, majoring in actuarial studies. Sarah's experience ranges across strategic planning, data and analytics, risk, regulatory policy and stakeholder management. Sarah is driven by a desire to create a positive impact on society.

Strategic Plan 2025-27

Our VISION A fully inclusive community where all people achieve their potential.

Our MISSION To coordinate, strengthen and improve services which connect people to their community.

Our VALUES

- **Participation:** Promoting community inclusion.
- **Choice:** Promoting independence through client choice.
- **Dignity & respect:** Valuing each individual through confidence, trust and respect.
- **Responsiveness:** Adapting services to meet changing client needs.
- **Innovation:** Finding creative solutions to overcome barriers.
- **Accountability:** Demonstrating reliability and personal responsibility in all that we do.

Key indicators of progress and success:



Growth and service enhancements

Innovation and excellence

- Enhance and expand service offerings.
- Strengthen client engagement.
- Establish a framework of practice excellence.

Organisational capability

Workforce and community leadership.

- Position PALS as an employer of choice.
- Elevate brand awareness and community engagement.
- Build a data-informed decision-making culture

Organisational sustainability

Growth and diversified revenue.

- Expand and diversify revenue streams.
- Develop and investment strategy.
- Leverage data-driven insights to identify new opportunities.

Board and Executive Report

The 2024–25 financial year has been a period of renewal and foundation-building for PALS as we continue our journey of service excellence in disability support across our regional communities.

Like many organisations in the disability sector, we have navigated significant change this year—from sector-wide reforms and workforce pressures to leadership changes. Through it all, our staff have demonstrated remarkable resilience and unwavering commitment to the people we support.

This report highlights our progress and positions us for the meaningful impact ahead.

Building our strategic foundation

A significant achievement this year has been the development of our 2025–2027 Strategic Plan—a comprehensive roadmap created through engagement with our team, board, clients, and community stakeholders.

Between October 2024 and February 2025, Saint George Consulting facilitated a thoughtful strategy review that involved workshops with all key stakeholders.

This collaborative process ensured that the voices, priorities, and aspirations of the diverse PALS community are reflected in our strategy and future planning.

Our refreshed strategic plan centres on three core commitments that will guide our work:

Organisational capability

Workforce and community leadership

- **Purpose:** Build a high-performing, responsive organisation recognised as an employer of choice.
- **Focus:** Strategic workforce development, succession planning, culture-building, brand awareness, and community engagement.

Growth and service enhancements

Innovation and excellence

- **Purpose:** Expand and improve services to maximise client outcomes and choice.
- **Focus:** Service expansion in local communities, client engagement through co-designed support, and establishing a framework for practice excellence.

Board and Executive Report continued

Organisational sustainability

Growth and diversified revenue

- **Purpose:** Secure the organisation's future through financial stability and targeted growth.
- **Focus:** Diversifying revenues, effective capital management, and leveraging analytics for service and financial resilience.

Delivering quality and impact

This year, PALS has delivered meaningful improvements across operations, infrastructure, and service quality that enhance the support we provide to our community.

Organisational capability

Sound governance and financial stewardship have remained priorities throughout the year. Our May 2025 interim audit returned positive findings with no issues raised, reflecting the strength of our financial management and governance practices.

Enhanced oversight by the Audit and Finance Committee, combined with new digital reporting systems, has strengthened our ability to make data-driven decisions and maintain robust financial health.

We have completed a significant digital transformation, migrating to Microsoft 365 and upgrading our infrastructure with enhanced security integration. Comprehensive Business Continuity and Disaster Recovery Plans now protect our operations, ensuring we can maintain service continuity and support our clients without interruption, regardless of external challenges.

Our ongoing involvement with the Moira Shire All-Abilities Committee and regional inclusion networks has reinforced PALS' profile as a community leader in accessibility and inclusion. Recognition as a finalist in the Moira Accessible Business Awards highlights our commitment to delivering equitable, high-quality, and accessible services that benefit not just our clients, but the broader community.

Growth and service enhancements

Our commitment to quality was validated through the January 2025 Mid-Term NDIS audit. The audit confirmed high-quality standards and positive outcomes across all core modules reinforcing PALS' reputation for strong governance, risk management, and compliance.

Board and Executive Report continued

Client Voice has remained central to service development. Programs such as *'Made 2 Create'* and the *'Sewing Corner'* have provided participants with meaningful opportunities for creative expression and greater independence within supportive environments.

These co-designed initiatives strengthen choice, control, and empowerment—essential elements of quality support that honours individual goals and aspirations.

Organisational sustainability

Capital investments across Nelson Street, Cullen Court, and Gorman House have created more contemporary and accessible environments for both participants and staff.

Further refurbishments in Numurkah and Cobram have delivered facilities aligned with NDIS standards, enhancing service quality and operational efficiency.

These improvements ensure that our physical spaces reflect our commitment to dignity, accessibility, and quality support.

As we implement our strategic plan, developing diversified revenue streams and an investment strategy for growth will be key priorities.

The governance and financial management foundations established this year position us well to pursue these sustainability goals in the years ahead.

Strengthening leadership and governance

We have strengthened our Board with the appointment of three new members who bring fresh perspectives, deep expertise, and genuine commitment to PALS' mission. Their contribution to our strategic planning process has been invaluable, and their governance will guide us through our next chapter of growth.

We acknowledge the dedication of our staff who have maintained their unwavering focus on client wellbeing throughout the year. Their professionalism and commitment exemplify the values that make PALS special.

Board and Executive Report continued

Responding to a changing sector

The NDIS and broader disability sector continue to evolve, bringing both complexity and opportunity. Ongoing reforms, pricing pressures, and workforce challenges have required adaptability from all providers.

Rather than simply react to these changes, we have used this year to position ourselves strategically. Our investment in planning means we are ready to navigate uncertainty with confidence, clarity of purpose, and a clear understanding of how we create value for the people we support.

Appreciation and recognition

The Board extends its sincere gratitude to our staff and volunteers, whose dedication, professionalism, and compassion enable PALS to deliver life-enhancing services every day.

We acknowledge our Service Delivery Team for their vision, leadership, and unwavering commitment during a year of growth and transformation.

Our thanks also go to our clients, families, and community partners for their ongoing trust and collaboration.

Together, we continue to shape a community where every person with a disability is supported to live a life of choice, dignity, and belonging.

The Board further wishes to recognise the service of retiring Executive and Board members. Mark Currie concluded his role as CEO on 5 August 2024. Joanne Ryan concluded her role as Chair on 4 July 2024, and director Sarah Morgan resigned from the Board on 29 August 2024.

Their leadership, dedication, and contribution have had a lasting impact on the governance and future direction of PALS, and their commitment to the organisation and community is gratefully acknowledged.



Client Voice is at the heart of PALS' service delivery, ensuring we provide a service that empowers and supports people to live their life their way.



Client Voice

At PALS, Client Voice is at the heart of everything we do. We're strengthening our commitment to delivering services that truly support people to live their life, their way. Listening to our clients and understanding how things need to be done from their perspective is essential to how we develop, deliver, and continually improve our services.

In late 2024, we launched Client Voice training for our team leaders. This program equips them to champion Client Voice across all areas of service delivery, quality, safeguarding, and governance ensuring that our clients remain at the centre of every decision.

Already, this training is having a positive impact, helping to improve outcomes, build social connection and community participation, and strengthen advocacy and rights for our clients.

To further embed Client Voice in how we operate, PALS established a Client Voice Committee made up of clients and support members from diverse age groups, backgrounds, and interests.

This committee provides direct input into decision-making at PALS and helps shape meaningful change within our organisation and the broader community.

The Committee commenced in 2025 and now meets monthly to discuss key topics including participant feedback, suggestions on services and activities and transportation, fundraising, and updates from the PALS Board. These meetings have opened new lines of communication and engagement between clients, leadership, and the wider team, sparking great ideas for future initiatives and strengthening collaboration across the organisation.



Meetings of Board Members

Attendance by each Board member was as follows:

BOARD OF MANAGEMENT		Meetings attended	
Name	Membership Period	Eligible to attend	Present
Bronwyn Stanley	Full year	10	9
Shazia Haider	Full year	10	8
Alex Kalff (Chair)	Full year	10	10
Sarah Morgan	24/11/2023 - 29/08/2024	2	1
Joanne Ryan (Chair)	24/11/2023 - 4/07/2024	0	0
Anna Yerondais		10	9
Fiona Luke		4	4
Samuel O'Sullivan		4	4
Samuel Power		4	4
Heidi de Paoli		6	6
Erina Hamilton		5	5
Edna Coetzee (CoSec)		10	10

AUDIT AND FINANCE COMMITTEE		Meetings attended	
Name		Eligible to attend	Present
Bronwyn Stanley	(Chair)	5	5
Brian Hardy	(Independent member)	5	5
Samuel Power		2	2
Alex Kalff	(Ex-officio)	2	2
Heidi de Paoli		5	5
Irfan Rafique		5	4

Meetings of Board Members

Attendance by each Board member was as follows:

QUALITY AND RISK COMMITTEE		Meetings attended	
Name		Eligible to attend	Present
Alex Kalff (Chair)		4	4
Sarah Morgan		1	0
Anna Graham		4	4
Samuel O'Sullivan		2	2
Fiona Luke		2	1
Heidi de Paoli		4	4
Edna Coetzee (CoSec)		1	1



Celebrating teamwork and community. PALS Panthers competed at the 2024 Tri State Games in November, embodying what PALS is all about—support, inclusion and achievement.





Providing All Living Supports (PALS)
Inc. ABN 38 788 328 554

Financial Statements

For the year ended 30 June 2025

Providing All Living Supports (PALS) Inc.

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$	2024 \$
Revenue & Income	2	7,629,937	7,244,081
Employee benefits expense		6,370,132	6,343,832
Administration expenses		496,641	486,965
Rent, rates & utilities		127,378	137,387
Contractor expenses		32,451	84,370
Program & client expenses		85,123	86,421
Depreciation	6	159,551	150,791
Repairs & maintenance		110,481	144,139
Motor vehicle expenses		82,537	74,891
Cost of sales		22,627	33,535
Loss/(gain) on sale of property, plant & equipment		33,863	12,569
		<u>7,520,784</u>	<u>7,554,900</u>
Surplus/(Deficit) before income tax expense		109,153	(310,819)
Income tax expense	1(c)	-	-
Net surplus/(deficit)		109,153	(310,819)
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Net gain on valuation of land and buildings		-	1,969,379
Total comprehensive result for the year		109,153	1,658,560

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

Providing All Living Supports (PALS) Inc.

Statement of financial position

As at 30 June 2025

	Notes	2025 \$	2024 \$
ASSETS			
Current assets			
Cash and cash equivalents	3	4,715,243	4,673,652
Trade and other receivables	4	425,105	335,324
Other current assets	5	77,518	61,566
Total current assets		5,217,866	5,070,542
Non-current assets			
Property, plant and equipment	6	4,896,246	5,019,814
Total non-current assets		4,896,246	5,019,814
Total assets		10,114,112	10,090,356
LIABILITIES			
Current liabilities			
Trade and other payables	7	502,129	591,307
Other Liabilities	8	18,967	28,838
Provisions for employee entitlements	9	579,118	561,405
Total current liabilities		1,100,214	1,181,550
Non-Current liabilities			
Provisions for employee entitlements	10	1,827	5,888
Total non-current liabilities		1,827	5,888
Total liabilities		1,102,041	1,187,438
Net assets		9,012,071	8,902,918
EQUITY			
Asset valuation reserve		1,969,379	1,969,379
Accumulated funds		7,042,692	6,933,539
Total Equity		9,012,071	8,902,918

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

Providing All Living Supports (PALS) Inc.

Statement of changes in equity

For the year ended 30 June 2025

	Notes	Accumulated Funds \$	Asset valuation reserve \$	Total \$
Balance at 30 June 2023		7,244,358	-	7,244,358
Net Surplus/(Deficit)		(310,819)	-	(310,819)
Revaluation increment		-	1,969,379	1,969,379
Balance at 30 June 2024		6,933,539	1,969,379	8,902,918
Net Surplus		109,153	-	109,153
Other comprehensive income		-	-	-
Balance 30 June 2025		7,042,692	1,969,379	9,012,071

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

Providing All Living Supports (PALS) Inc.

Statement of cash flows

For the year ended 30 June 2025

	Notes	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers and government funding		7,331,250	7,489,739
Payments to suppliers and employees		(7,426,589)	(7,274,358)
Interest received		206,776	143,249
Net cash inflow from operating activities	11	111,437	358,630
Cash flows from investing activities			
Payments for property, plant and equipment		(71,089)	(173,405)
Proceeds from Sale of Non-Current Assets		1,243	-
Net cash outflow from investing activities		(69,846)	(173,405)
Net increase/(decrease) in cash and cash equivalents held		41,591	185,225
Cash at the beginning of the financial year		4,673,652	4,488,427
Cash at the end of the financial year	3	4,715,243	4,673,652

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

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 1. Summary of material accounting policies

(a) Basis of accounting

In the Board of Management's opinion, Providing All Living Supports (PALS) Inc. (the 'Association') is not a reporting entity because there are no users dependent on general purpose financial statements.

These special purpose financial statements that have been prepared for the sole purpose of complying with the requirements of the *Australian Charities and Not for Profits Commission Act 2012* to prepare and distribute financial statements to the members and must not be used for any other purpose. The Board of Management has determined that the accounting policies adopted are appropriate to meet the needs of the members.

Under AIFRS, there are requirements that apply specifically to not-for-profit entities that are not consistent with International Reporting Standards (IFRS) requirements. The entity has analysed its purpose, objectives and operating philosophy and determined that it does not have profit generation as a prime objective. Consequently, where appropriate the Association has elected to apply options and exemptions within the AIFRS which are applicable to not-for-profit entities.

The following is a summary of material accounting policies adopted by the entity in preparation of the financial statements. The financial statements have been prepared in accordance with applicable Accounting Standards and Australian Accounting Interpretations and other authoritative pronouncements with the exception of the following:

- AASB 7 – Financial Instruments - Disclosures
- AASB 9 – Financial Instruments
- AASB 13 – Fair Value Measurement
- AASB 16 – Leases
- AASB 102 – Inventories
- AASB 119 – Employee Benefits
- AASB 124 – Related Party Disclosures
- AASB 132 – Financial Instruments - Presentation

The financial statements are prepared in accordance with the historical cost convention. Unless otherwise stated, the accounting policies adopted are consistent with those of the previous year. Comparative information has been reclassified where appropriate to enhance comparability.

(b) Revenue & Income

(i) Grants and other government funding

Under AASB 15 operating grant revenue and other government funding which have enforceable obligations and specific performance obligations, is recognised either at a point-in-time or over-time as and when specific performance obligations are met. Where specific performance obligations are not met, the grant revenue is deferred on the balance sheet as a contract liability (refer to note 8).

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

(b) Revenue & Income (continued)

Where operating grants and other government funding do not have enforceable obligations attached or do not have sufficiently specific performance obligations required to be fulfilled these grants are recognised in accordance with AASB 1058. Grants accounted for under AASB 1058 are recognised as income at a point-in-time at the earlier of receipt of the related funding or when an unconditional right to the income is established.

Capital grants received to enable the Association to acquire or construct a recognisable non-financial asset to be controlled by the entity are accounted for under AASB 1058. The transfers received are initially recognised as an unexpended grant liability (refer to note 8), which is released as income over time as obligations are met. For most capital grants, the obligations are deemed to have been met in accordance with the stage of completion of the underlying non-financial asset.

(ii) Sales revenue, Client fees and brokerage

Sales revenue, Client fees and brokerage income are recognised as revenue under AASB 15 at the point-in-time the performance obligation is delivered, being when the services are provided to the client or the sale is made.

(iii) Donations, fundraising income & other contributions

Donations, fundraising income and other contributions are recognised as income under AASB 1058 upon receipt, except where a donation involves a specific performance obligation in which case the donation is deferred on the balance sheet as a liability (refer to note 8) and released to revenue as performance obligations are fulfilled.

(iv) Rental revenue

Rental income is recognised over-time as it becomes due by the tenant. Any rental income received in excess of rents owing is treated as a contract liability called rent received in advance (refer note 8).

(v) Interest

Interest income is recognised on an accrual basis taking into account the interest rates applicable to the financial assets.

(c) Income tax

Income tax is not provided for in the financial statements as the Association is recognised as tax exempt under the Income Tax Assessment Act and therefore not subject to tax.

(d) Comparative Figures

Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(e) Inventory

The Association receives items of donated inventory for sale within its op shop. These donated inventory items are not brought to account and therefore are held at a nil value.

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

(f) Provisions for employee entitlements

A provision is made for the Association's liability for employee benefits arising from services rendered by employees to balance date. All employee benefits have been measured at the nominal value accrued as a balance date plus on costs where applicable. Where an employee's long service leave is yet to vest (i.e. 7 years' service has not been reached), the long service leave provision is adjusted for the estimated probability that the employees service will reach 7 years and long service leave will vest. Where employees are subject to the Victorian Portable Long Service Leave Benefits Scheme the provision has been reduced by amounts estimated to be recoverable from the Portable Long Service Authority. An employee benefit liability is classified as a current liability if the Association does not have an unconditional right to defer settlement of the liability for at least 12 months. This includes all annual leave and unconditional long service leave, irrespective of when the liability is expected to be settled.

(g) Leases

Lease costs are expensed in the period to which they relate.

(h) Property, plant and equipment

Property

Land & buildings are initially measured at cost, and subsequently revalued at fair value less depreciation for buildings and impairment. Valuations are performed on a regular basis being every 3-5 years.

Leasehold improvements, Plant & Equipment, Furniture & Fixtures and Motor Vehicles

Leasehold improvements, Plant & Equipment, Furniture & Fixtures and Motor Vehicles are measured on the cost basis less depreciation and impairment losses.

Depreciation

The depreciable amount of all fixed assets including buildings, but excluding land, is depreciated on either a straight-line or diminishing-value basis over the asset's useful life to the Association commencing from the time the asset is held ready for use.

Leasehold improvements are depreciated their estimated useful life's as opposed to the unexpired period of the lease, based on the assumption that lease agreements will be extended.

The depreciation rates used for each class of depreciable assets are:

Buildings	2.5%
Leasehold improvements	2.5% - 20%
Plant & Equipment	2.5% to 50%
Furniture & Fixtures	2.5% to 50%
Motor Vehicles	7.5% - 25%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

(h) Property, plant and equipment (continued)

An asset's carrying amount is written down immediately to its recoverable amount if the assets carrying amount exceeds its estimated recoverable amount. Gains and losses on disposal of assets are determined by comparing proceeds with the carrying amount of the assets disposed. The gains/losses are included in the statement of comprehensive income.

Where assets are revalued, the revaluation increments are credited directly to the asset valuation reserve except to the extent that an increment reverses a prior year decrement for that class of assets that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset valuation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

(i) Economic dependence

The Association is dependent on the National Disability Insurance Scheme (NDIS) for the majority of its revenue used to operate the business. At the date of this report the Board of Management has no reason to believe NDIS funding will not continue for the foreseeable future.

(j) New Accounting Standards and Interpretations

A number of Australian Accounting Standards and interpretations have been issued or amended since the last reporting date and are applicable to the entity but are not yet effective. The Board has assessed the impact of these amendments and they are immaterial to the Association. They have not been adopted in the preparation of the Financial Statements at balance date.

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 2. Revenue & Income	2025	2024
	\$	\$
Revenue from Contracts with Customers (AASB 15)		
<i>Recognised at a point in time:</i>		
NDIS Commonwealth government funding:		
- Short term accommodation	247,286	378,961
- Supported independent living	2,178,005	1,997,766
- Client individual supports	2,078,683	1,854,583
- Client group activities	1,559,408	1,617,668
- Travel Income	380,880	336,350
- Support co-ordination	204,082	201,967
Disability Support for Older Australians Funding	286,404	291,936
Op shop sales revenue	378,691	382,937
Grants & Other Income	52,148	14,939
<i>Recognised over time:</i>		
Interest revenue	202,623	156,045
	7,568,210	7,233,152
Income of Not-for-Profit Entities (AASB 1058)		
Donations and fundraising	2,457	3,457
NDIS COVID support funding	-	31,200
Other grant funding	40,590	(24,378)
Other income	18,680	650
	61,727	10,929
Total Revenue & Income	7,629,937	7,244,081
Government funding by body		
The ACNC recommends separate disclosure of the revenue generated from government funding, which are set out as follows (noting that the funding disclosed in this table reflects both "Revenue from Contracts with Customers" and "Income of Not-for-Profit Entities" per the sections above):		
<i>Commonwealth Government funding:</i>		
National Disability Insurance Agency (NDIS payments)	6,648,344	6,387,295
Department of Health and Aged Care	286,404	291,936
Department of Employment and Workplace Relations	40,590	(24,378)
	6,975,338	6,654,853

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 3. Current assets - Cash and cash equivalents	2025	2024
	\$	\$
Cash at bank	631,926	491,928
Term deposits	4,082,067	4,180,424
Cash on hand	1,250	1,300
	<u>4,715,243</u>	<u>4,673,652</u>

Note 4. Current assets – Trade and other receivables		
Trade debtors	410,991	315,666
Other receivables	8,715	6,727
BAS refundable	5,399	12,931
	<u>425,105</u>	<u>335,324</u>

Note 5. Current assets – Other current assets		
Prepayments	50,995	30,890
Yarrowonga Office – security deposit	3,030	3,030
Accrued interest	23,493	27,646
	<u>77,518</u>	<u>61,566</u>

Note 6. Non-current assets - Property, plant and equipment		
Land	1,495,000	1,495,000
Buildings	2,865,000	2,865,000
Less: Accumulated depreciation	(71,821)	(196)
	<u>2,793,179</u>	<u>2,864,804</u>
Leasehold Improvements at cost	479,059	534,628
Less: Accumulated depreciation	(245,440)	(257,268)
	<u>233,619</u>	<u>277,360</u>
Plant & Equipment at cost	307,225	345,719
Less: Accumulated depreciation	(259,041)	(282,790)
	<u>48,184</u>	<u>62,929</u>
Furniture & Fixtures at cost	299,778	288,765
Less: Accumulated depreciation	(178,586)	(167,303)
	<u>121,192</u>	<u>121,462</u>
Motor Vehicles at cost	691,121	684,937
Less: Accumulated depreciation	(522,459)	(486,678)
	<u>168,662</u>	<u>198,259</u>
Work in Progress	36,410	-
Total Property, plant and equipment	<u>4,896,246</u>	<u>5,019,814</u>

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 6. Non-current assets - Property, plant and equipment (continued)

Land and buildings were subject to an independent valuation as at 30 June 2024. The valuation was at market value determined based on the direct comparison approach. The direct comparison approach involves assessing the market value of properties based on sales prices of similar properties.

Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial year are set out below:

	Carrying amount 1 July 2024	Additions	Disposals	Depreciation	Carrying amount 30 June 2025
	\$	\$	\$	\$	\$
Land	1,495,000	-	-	-	1,495,000
Buildings	2,864,804	-	-	(71,625)	2,793,179
Leasehold improvements	277,360	-	(30,779)	(12,962)	233,619
Plant & Equipment	62,929	5,433	(2,282)	(17,896)	48,184
Furniture & Fixtures	121,462	23,062	(2,045)	(21,287)	121,192
Motor Vehicles	198,259	6,184	-	(35,781)	168,662
Work in Progress	-	36,410	-	-	36,410
	5,019,814	71,089	(35,106)	(159,551)	4,896,246

Note 7. Current liabilities – Trade and other payables

	2025	2024
	\$	\$
Trade creditors & accrued expense	49,591	54,911
Payroll liabilities	448,077	536,396
Other payables	4,461	-
	502,129	591,307

Note 8. Current liabilities – Other Liabilities

	2025	2024
Contract Liability (Grants in advance)	18,967	17,718
Client Monies Held in Trust	-	11,120
	18,967	28,838

Note 9. Current liabilities – Provisions for employee entitlements

	2025	2024
Annual leave	416,843	404,625
Long service leave	162,275	156,780
	579,118	561,405

Note 10. Non-current liabilities – Provisions for employee entitlements

	2025	2024
Long service leave	1,827	5,888

Providing All Living Supports (PALS) Inc.

Notes to and forming part of the financial statements

For the year ended 30 June 2025

Note 11. Reconciliation of surplus/(deficit) to net cash inflow from operating activities

	2025	2024
	\$	\$
Surplus/(Deficit) after income tax	109,153	(310,819)
Depreciation	159,551	150,791
Net (profit)/loss on sale of property, plant & equipment	33,863	12,569
Changes in assets and liabilities:		
(Increase)/Decrease in trade and other receivables	(89,781)	256,950
(Increase)/Decrease in other current assets	(15,952)	148,900
Increase/(Decrease) in trade and other payables	(89,178)	117,841
Increase/(Decrease) in other liabilities	(9,871)	(32,589)
Increase/(Decrease) in provisions for employee entitlements	13,652	14,987
Net cash inflow from operating activities	111,437	358,630

Note 12. Commitments

The Association held the following lease expenditure commitments as at balance date:

Within one year	-	21,764
	-	21,764

Note 13. Contingent Liabilities and Contingent Assets

The Board of Management is not aware of any other contingent liabilities or contingent assets that may exist as at 30 June 2025.

Note 14. Key Management Personnel Remuneration

Key Management Personnel (KMP) are defined as people with authority and responsibility for planning, directing and controlling the activities of the entity. The Board has identified KMP as the members of the Board of Management, who act on a voluntary basis, the former CEO and the Co-CEO's as at year end. Compensation paid to KMP of the association was as follows:

Aggregate remuneration paid to KMP	439,192
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No prior year comparative has been provided, as in the prior year there was only one KMP who was remunerated. As a result, in the prior year the Association had applied the exemption provided by the ACNC not to disclose this KMP's remuneration.

Note 15. Related Party Transactions

The entities related parties consist of key management personnel, close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel, individually or collectively with their close family members.

There were no related party transactions during the year ended 30 June 2025 (2024 \$nil)

Note 16. Events occurring after the balance date

No matters have arisen in the period between the end of the financial year and the date of these financial statements that would affect significantly the operations of the Association, the results of those operations, or the state of affairs of the Association, in future financial years.

Providing All Living Supports (PALS) Inc.

Board of Management's declaration

For the year ended 30 June 2025

As stated in Note 1(a) to the financial statements, in the opinion of the Board of Management, the Association is not a reporting entity because there are no users dependent on general purpose financial statements. These are special purpose financial statements that have been prepared to meet the requirements of the *Australian Charities and Not for Profits Commission Act 2012*.

The financial statements have been prepared in accordance with applicable accounting standards and mandatory professional reporting requirements to the extent described in Note 1(a).

The Board of Management declares that the financial statements and notes set out on pages 2 to 13:

- a) comply with the Accounting Standards, as detailed above, and the *Australian Charities and Not for Profits Commission Act 2012*; and
- b) give a true and fair view of the Association's financial position as at 30 June 2025, and of its performance, as represented by the results of its operations and its cash flows, for the financial year ended on that date.

In the opinion of the Board of Management, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

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



Anna Graham

Vice Chair

27/10/2025



Alex Kalff (Oct 24, 2025 17:28:30 GMT+11)

Alex Kalff

Chair

24/10/2025

Suite 8 Level 1/3 Witt Street Yarrowonga VIC 3730
14 October 2025

Providing All Living Supports (PALS) Inc.

Auditors' Independence Declaration

For the year ended 30 June 2025

Auditors' Independence Declaration

As lead auditor for the audit of Providing All Living Supports Inc. for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- b) No contraventions of any applicable code of professional conduct in relation to the audit.



Ryan Schischka
Director
Johnsons MME

Albury
28 October 2025



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Independent auditor's report to the members of Providing All Living Supports (PALS) Inc.

Opinion

We have audited the financial statements, being a special purpose financial statements, of Providing All Living Supports (PALS) Incorporated (the Association), which comprise the statement of financial position at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of material accounting policies, other explanatory notes and the Board of Management's declaration.

In our opinion the financial statements of the Association is in accordance with:

- a) the the *Australian Charities and Not for Profits Commission Act 2012*, including:
 - (i) giving a true and fair view of the Association's financial position as at 30 June 2025 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
 - (ii) complying with Australian Accounting Standards to the extent described in Note 1 and complying with the *Australian Charities and Not-for-profits Commission Regulations 2022*.
- b) there are reasonable grounds to believe the Association will be able to pay its debts as and when they fall due; and
- c) other mandatory professional reporting requirements.

Basis of Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 of the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Australian Charities and Not for Profits Commission Act 2012*. As a result the financial statements may not be suitable for another purpose.

Independent auditor's report to the members (continued)

Responsibilities of the Board of Management for the Financial Statements

The Board of Management of the Association are responsible for the preparation and fair presentation of the financial statements and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements which are appropriate to meet the requirements of the *Australian Charities and Not for Profits Commission Act 2012* and are appropriate to meet the needs of the members.

The Board of Management are also responsible for such internal control as the Board determine necessary to enable the preparation of the financial statements that is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Johnsons MME
Chartered Accountants



Ryan Schischka
Director

Albury
28 October 2025



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