



Care's Annual Report



2024
-
2025

Acknowledgement of Country

Care acknowledges and celebrates the traditional custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region. We pay our respects to Elders past, present and future.



Funding Bodies

Care thanks our many funding bodies and partners, whose support is essential for the accomplishment of Care's vision and delivery of Care's services.

ACT Government

- Access Canberra
- Chief Minister, Treasury and Economic Development Directorate
- Health and Community Services Directorate
- City and Environment Directorate
- Justice and Community Safety Directorate

Australian Government

- Department of Social Services
- Attorney General's Department

Other

- ACT Council of Social Service
- ACT Office of Women
- ACT Law Society
- ActewAGL
- Financial Counselling Foundation
- Greater Good Foundation
- Relationships Australia Canberra and Region
- Service One Alliance Bank
- Snow Foundation
- St Vincent de Paul

Financial Year Snapshot

July 2024 – June 2025



1,902 calls to the National Debt Helpline



3,911 (363 in ACT) online live chats responded to



907 ongoing financial counselling supports



\$1,365,725 debt **waivers and reductions**



284 education activities



157 Community Loans approved



13 Assistance Beyond Crisis loans approved



502 energy support vouchers



700 rent relief grants provided



1,408 services provided to 1,134 clients



31% increase in clients supported



\$596,038 monetary outcomes for clients

Care's Vision

Financial fairness for all

Care's Mission

We engage, inform, support, and advocate to achieve financial fairness for all.

What we do

Our programs support people in our community who are experiencing financial challenges. We ensure our programs meet their needs by:



- Providing free and confidential information, advice, support and advocacy



- Pursuing systemic change to achieve financial fairness



- Improving access to our service



- Strengthening collaboration between our programs and the broader community

How we do it

Staff are central to the work we do. We are committed to supporting our people by:



- Maintaining and fostering a positive workplace and developing organisational capability



- Supporting sustainable growth by targeting funding that aligns to our strategy



- Developing and utilising systems, processes and evaluation mechanisms to improve services and meet privacy obligations

Policy & Advocacy

Care has always been engaged in the pursuit of systemic change to achieve financial fairness, informed by our work with clients and through our collaboration with other community organisations in the ACT region and nationally. In 2024-25, Care created a new position for a Policy Advocacy and Business Development Director to strengthen Care's engagement in systemic advocacy both locally and nationally.

ACT Advocacy

One of Care's key annual systemic advocacy and business development activities is our submission to the ACT Budget consultation. We submitted our 2025-26 ACT Budget Priorities in February 2025, focusing on the need for:

- Additional financial counselling and capability staffing to meet demand, including specialist support for victim-survivors of domestic and family violence
- Continuation of the Rent Relief Fund
- Continuation of funding for Care's energy hardship outreach, including energy support vouchers
- Continuation of funding for the Consumer Law program's Mobile Debt Clinic.

Care was successful in receiving a further 12 months of funding for the Mobile Debt Clinic. The ACT Government also announced a new Community Outreach for Energy Hardship initiative incorporating energy support payments (opening for tender in July 2025).

Care joined with ACT Shelter and ACT Council of Social Service and other community sector partners to call for the ACT Government to keep the Rent Relief Fund. This included a joint ACT Budget submission from 17 community organisations.

This campaign gained support from all non-government members of the ACT Legislative Assembly. While the 2025-26 ACT Budget announced on 24 June 2025 did not include funding for the Rent Relief Fund, advocacy has continued ahead of the passage of the Appropriation Bill 2025-26 (expected in September 2025). Care has had constructive engagement from the ACT Government on the impact of the Rent Relief Fund and its closure for clients and services, with a commitment to continuing conversations.

A key business development focus for 2025-26 will be to seek funding for additional financial counselling and capability resourcing to meet community need, including specialist support for victim-survivors of domestic and family violence.

In 2024-25, Care also engaged with ACT Legislative Assembly inquiries into insurance costs, management of strata properties, and a human right to housing through submissions and appearances at public hearings. We also provided feedback on the ACT Government's Draft Safer Family Levy Principles and provided input to the ACT Inspector of Custodial Services 2025 Healthy Prison Review drawing on insights from Care's work with detainees in the Alexander Maconochie Centre (AMC).

National Advocacy

Care also engaged on a wide range of national issues, largely through our membership of the Consumers' Federation of Australia, the Economic Abuse Reference Group, and the Fair Call Coalition.

A key win for consumer advocates in 2024-25 was the introduction of long-overdue consumer protections through the Buy Now Pay Later (BNPL) Regulations under the National Consumer Credit Protection Act 2009. Care joined with other consumer groups in advocating on many other issues, including: the identification and management of financial abuse within the tax system; reforming unfair trading practices; general insurance monitoring and compliance priorities; and calls for the direct regulation of the telecommunications industry.

Geoff Buchanan

Chair's Report

I took over the Board Chair role for Care last year, taking over from Andrew Freer who was Care's Chair for 11 years. Under Andrew's leadership Care went from strength to strength and increased its support to different communities throughout the ACT including legal support at the ACAT, support to women detained at the AMC and further community outreach. On behalf of the Board, I would like to thank Andrew for his outstanding leadership and dedication during his time as Chair. Andrew has agreed to continue as a Board member since stepping down and I thank him for his continued sage counsel and support on the Board.

Over the year we have been fortunate to have two new Board members; Firstly, Will Mollison who has a strong background in the community sector, having retired from the role of Executive Officer at Families ACT. Will brings a wealth of knowledge of the Canberra community sector and supporting families. Secondly Geoff Sjollem who is a Strategic Advisor with extensive experience in the disability sector. Geoff's knowledge of the sector and his experience with strategic planning is a great asset to Care. Geoff Buchanan stepped down from the Board to take on a systemic advocacy role in the organisation.



This year our much loved and respected CEO Carmel Franklin will be retiring. Carmel has been a stalwart at Care for nearly 30 years, 16 of those leading the organisation. On behalf of the Board, I would like to send our heartfelt thanks for all her hard work and dedication to the organisation. Carmel has made an enormous contribution to the Canberra community through her advocacy and service delivery efforts. Carmel will be sorely missed by the staff and Board alike and our stakeholders and clients.

We welcome Amy Kilpatrick as Care's new CEO who will commence in October 2025. Amy comes to Care with extensive experience in the community and legal sector and we look forward to working with Amy to usher in a new chapter for Care.

As the cost-of-living challenges continue it is more important than ever that Care continues to provide support to individuals and families in need. Demand continued to increase across all programs during the year, and I would like to thank our amazing and dedicated staff who continue to provide this support in sometimes difficult circumstances. I am grateful for the support received from Carmel and my fellow Board members over the past year as well as for the hard work of all the staff at Care. I am constantly in awe of the outcomes that the staff at Care achieve through their hard work and commitment, and I look forward to assisting the organisation to continue this truly important work for the next year.

Jane Thomson

CEO's Report

I am writing this report as I head into my final weeks at Care. After a total of 29 years with the organisation, 16 of those as CEO, I have decided it is time to retire. This has been a truly difficult decision to make. I am looking forward to more time with my elderly parents, my growing brood of young grandchildren and travelling adventures with my husband. But I will miss Care terribly. Over our 40+ year existence and across all our programs – financial counselling, financial capability, consumer law, community education, and community loans, we have continually grown and adapted to ensure timely, quality, practical service delivery to people in our community who are experiencing financial stress.

This year, as in previous years, demand has been strong with increases in services provided across every program. Housing stress and utility hardship, combined with reliance on high-cost credit products remain the primary reason that people contact Care. The surge in people who have experienced domestic and family violence is of significant concern. Our team are trained to respond to people in a trauma informed way, recognising that the underlying causes of financial hardship are often complex, involve trauma and are beyond a person's control.

The extension of the Rent Relief Fund during 2025-26 FY has provided vital, targeted support to people experiencing rental or financial stress. The Scheme's value extends well beyond the immediate financial relief provided by a grant. It also connects people to other services within Care and to external services. This holistic support is critical to achieving sustainable outcomes for our clients. We were therefore deeply disappointed that funding for the program ceased on 30th June.



Our commitments remain steadfast, to walk alongside the community and to listen and respond meaningfully. We continuously work to improve how we deliver our services and have been undertaking a service improvement process over recent months to create a more integrated and sustainable approach to financial counselling, capability and education. Changes will deliver better outcomes for clients, support our teams and ensure we continue to lead with purpose and are responsive to the needs of our clients.

Another innovation has been working with Sketch Group, to visually bring our mission and values to life. The result is a vibrant new video and set of posters that tell the Care story in a fresh and engaging way which you can find on our website and social media. We hope this new format helps connect even more people with our work and the support available.

As I prepare to step down after a deeply rewarding career at Care, I want to take this opportunity to thank everyone who has been part of the Care journey – our staff, board, clients, sector partners, funding bodies and community members. It has been my honour and privilege to lead this organisation for so many years, and I am excited about the future and the next chapter for Care.

Thank you for your ongoing support. Together, we will keep working towards financial fairness for all.

Carmel Franklin

Our Board



Jane Thomson

Chairperson



Sally Druhan

Treasurer



Alison Lendon

Secretary



Philippa Prothero



Geoff Buchanan

Until October
2024



Geoff Sjollema

Since October
2024



Will Mollison

Since February
2025



Andrew Freer

Our Staff

Operations

Carmel Franklin
CEO

Aoife Berenger
Operations Director

Zoe Hancock
Office Manager

Lisa Marro
Finance Manager

Rochelle Brogan
Financial Manager

Flora Dale
Reception/Admin Support and
Financial Capability Admin
Assistant (Since July 2024)

Maxine Danaro
Bookkeeper (resigned March
2025)

Mardi Savill
Bookkeeper (since March 2025)

Debra Henry
Reception/Admin Support

Geoff Buchanan
Policy Advocacy and Business
Development Director
(since November 2024)

Consumer Law

Tawanda Mukamuri
Principal Solicitor

Sarah Hein
Senior Solicitor

Gayathri Hatharasinghe
Paralegal

Brianna Leslie-Strika
Paralegal

Jueun Cha
Paralegal

Maggie Jiang
Solicitor (since July 2024)

Rishi Gunreddy
Solicitor (since September 2024)

Community Education

Mrad El-Syoufi
Community Education
Director

Maria Cruz Mesa
Community Engagement
Officer

Carolina Albornoz
Community Educator

Brionna McElligott
Project Administration



Financial Capability

Tanya Dunster

Financial Capability Director

Jacqueline Maloney

Administrative Assistant

Tracey Zol

Microfinance Caseworker
(resigned September 2024)

Charles Sage

Financial Capability Officer and
Energy Program (since July 2024)

Nailah Rokic

Financial Capability and
Information Management Officer

Emma Dunbar

Microfinance Caseworker

Taryn Phillips

Financial Counsellor and Financial
Capability Officer

Fiona Taylor

Microfinance Caseworker (since
July 2024)

Financial Counselling

Leasa Mayes

Financial Counselling Director

Rachael Milfull

Financial Counsellor (resigned
July 2024)

Wendy Sandeman

Senior Financial Counsellor
(resigned August 2024, returned
November 2024)

John Gilmour

Senior Financial Counsellor

Kathleen Watson

Financial Counsellor

Arthur Lee

Senior Financial Counsellor

Joshua McQuillan

Financial Counsellor

Fiona Lavery

Financial Counsellor (resigned
March 2024, returned June 2024)

Claire Sambell

Financial Counsellor (since
August 2024)

Liisa Wallace

Financial Counsellor

Anna Healey

Financial Counsellor

Nicole Flaws

Financial Counsellor

Leonie Woodruff

Financial Counsellor

Kerrie Williams

Intake Officer

Lyndall Millburn

Financial Counsellor (resigned
July 2024)

Linda Gyamfi-Awuah

Financial Counsellor

Di Hodge

Financial Counsellor

Daniel Villagran

Financial Counsellor (since
September 2024)

Megan Butcher

Financial Counsellor (since July
2024)



Care is here to help you



Loans & Grants



Financial Capability & Wellbeing



Practical Assistance



Legal Advice & Representation



Information



Financial Counselling Support & Options



Advocacy



Education

SCAMMERS



FINANCIAL ABUSE



DEBT

Join us as we work
together toward
Financial Fairness
for all!

ou navigate the maze:



LIFE'S CIRCUMSTANCE



DODGY TRADING & UNSUITABLE LENDING



MARGINALISATION & EXCLUSION



LACK OF KNOWLEDGE



BILLS & DEBT



Financial Capability

The 2025 financial year is my first full year as Financial Capability Director, and it has not disappointed. There have been ups and downs, but as a team, we have been able to weather all the storms and enjoy all the sunshine. The team expanded with the addition of Charles Sage, who joined our energy programs with his extensive knowledge of all things energy, and Daniel Villagran, who assisted with Community Loans whilst completing his Financial Counselling Diploma. Sadly, we bid farewell to one of our long-term employees, Tracey Zol, who retired in September 2024.

In August 2024, we commenced the Access to Electric program. In collaboration with ACT Government this program supports community members to transition from gas to 100% electricity. The energy team is responsible for completing assessments for the City and Environment Directorate, which enables them to facilitate the removal of all gas appliances, heaters, and hot water systems and replace them with electric options. In some cases, they will also install insulation into those homes.

The team continues to support those within the community who are struggling with their energy bill or require assistance in understanding their usage. We also participated in the 1 Million Women panel, which brought together people from around Australia.



We discussed the programs Care offers to support community members with electrification and provided information on where individuals in the ACT can seek assistance. There was widespread acknowledgement of the significant support Care provides to our community.

Our Financial Capability program has been in high demand. We often had a long waiting list of people who needed help with budgets. Referrals come from people seeking to gain control of their financial situation. Financial counselling refers clients they have assisted with debt to financial capability to help them in breaking a debt cycle.

In October 2024, the team participated in the Perinatal Wellbeing Fest. There were many different organisations in attendance to support people who had recently given birth or were soon to. It was an opportunity to connect and discuss all of Care's services.

The Community Loans program has expanded significantly over the last 12 months. Through improvements to internal systems, we have streamlined processes, reduced barriers, and made it easier for clients to access and provide the required documentation for loan applications.

The teams' hard work, empathy and dedication led to a 17% increase in loans compared to the previous year. We hope there is opportunity for future additional funding to enable us to continue to grow the program as the need is evident across the community.

Unfortunately, late in the financial year, we received notification from the ACT Government that they would not be refunding the Rent Relief program in the 2025/26 ACT budget. This program has brought tremendous relief to many private renters within the ACT, many of whom are unable to access any other forms of government support. Rent Relief was a targeted assistance measure supporting people on modest incomes who were renting privately. Care is hopeful the ACT Government will continue conversations with Care about a future fund.

Throughout the year the Financial Capability Team has closely collaborated with the Community Education Team by attending Bring your Bills events, Open Days and "O" week events. These events empower people within the community by providing information on services and programs to assist in their times of need.

Other highlights include:

- Attending the launch of the Family, Domestic & Sexual Violence pilot. This pilot is to support primary health care professionals to recognise and respond to early signs of domestic, family, and sexual violence.
- Meeting the fantastic team at Tender Funerals, who assist people facing financial hardship and barriers to providing meaningful farewells for their loved ones.
- Attending a Community Sector Forum at Woden Community Services to speak about the extensive assistance Care provides to people experiencing domestic, family, and sexual violence.



Care Core Value



We value and foster a diverse workforce and design services to reach a diverse target group.

Case Study - Harmful Debt Management Firms

Client:

Katie* is an Aboriginal woman in her mid-50s. She has rented her entire life and has generally had to share with family to try to make it affordable. Her only asset of value is her car worth about \$2,000. She relies on a mixture of casual employment and JobSeeker Payment. She has experienced significant loss, intergenerational trauma and abuse throughout her life and struggles with physical and mental health issues and grief. She lost her adult son to suicide over 5 years ago, and her other two adult children and brothers all experience significant mental health issues.

Katie approached a debt management firm around May 2023 for a debt consolidation loan after seeing an ad on Facebook. Her main goal was to stop the harassment from numerous creditors as she was still experiencing grief, struggling with health issues and the impacts of trauma and was desperate for relief. She was also concerned about her credit report and wanted to avoid default listings. The people she spoke to at the debt management firm told her they would take care of everything, and she would no longer be contacted by creditors. She thought that the debt management firm would pay all the creditors, and she would pay them back over 3 years of small weekly repayments. She didn't understand the generic material sent to her by the debt management firm and that they were initiating a Part IX Debt Agreement. Katie received several emails telling her to stop paying her creditors and directed her to cancel all direct debits, except the debt management firm.

Instead, Katie's situation quickly worsened. She did not realise she was required to pay a hefty establishment fee and therefore no payments were made on her behalf. She therefore accessed more harmful debts including Buy Now Pay Later (BNPL) and wage advance products for essential living, and high-cost credit. She increased borrowing from her children and buying lotto tickets.

The financial stress exacerbated her physical and mental health issues, and she had to leave her job and had to rely on Jobseeker Payment. A bank referred Katie to financial counselling when she contacted them about the default on her credit report that was meant to be dealt with by the debt management firm. Because of the debt management firm poor advice Katie experienced significant harm in the 18 months between approaching them and being referred to financial counselling.

Financial issues:

- Almost \$900 in fees paid to the debt management firm
- Over \$9,000 in loan repayments to high-cost credit providers
- Almost \$500 on gambling losses
- Over \$3,000 to wage advance services
- Over \$6,000 paid to Buy Now Pay Later services
- Rental and energy arrears

Outcomes:

- Since attending financial counselling, Katie no longer has harmful debts as the financial counsellor was able to get these waived
- She was referred to an Indigenous Community Controlled Health Service and is getting the wrap around supports she needs
- She received an Energy Support Voucher
- She accessed a Rent Relief grant to help sustain her rental property
- A referral was made to a Community Legal Centre and housing support services
- Assistance was provided to apply for the priority housing list

Katie has now moved into her new public housing property and is able to focus on healing and recovery.

**Name changed for privacy.*

Community Education

This year has been one of steady growth and deeper connection for Care's Community Education program. In the face of persistent cost of living pressures, we focused on creating practical entry points for people to seek help, while also ensuring that important information circulates widely across the ACT. Our approach has been to meet people where they are, whether that is in schools, community centres, health services, emergency relief providers, prison, or online. By working in close partnership with other organisations, we have been able to sustain a network of support that extends beyond the walls of our office and into the everyday space where people need us most.



Building Connection through Bring Your Bills

What began as a small event in 2018 has now become one of Care's most recognised models of community engagement. The Bring Your Bills events are practical, welcoming, and direct. People turn up with paperwork, questions or worries, and get to leave with clearer options, useful information and concrete steps to take.

This year we ran eight events across Canberra, including at Gungahlin and Tuggeranong Communities at Work, St John's Care Reid, Yeddung Mura, Lanyon Marketplace and Theodore Primary School.

Each event brought together service providers, energy retailers and key government agencies to provide direct help, on the spot guidance and support towards positive outcomes. Overall, attendees rated their experience as 4.74/5 at Bring Your Bills, with 86% of participants finding that the information provided on the day as very helpful.

"Well organised. Lovely to chat to different people" - Bring Your Bills attendee

"Happy that Actew and other services are here in person saves a long phone call!" - Bring Your Bills attendee

"Great to have everyone together [at] southside events" - Bring Your Bills attendee



Sparkling Energy Knowledge and Resilience

Our Home Energy Tune-Up initiative, delivered in partnership with St Vincent de Paul Canberra/Goulburn through the ACT Government's Energy Assistance Community Partnership program, will conclude in September 2025. Over the past three years, it has successfully delivered over 350 community engagement and outreach activities and 12 energy literacy training workshops for community workers.

The program has strengthened energy literacy across the community and highlighted the way energy stress compounds broader financial hardship. It has equipped both households and service providers with practical skills while also building stronger networks of collaboration. As the initiative draws to a close, we are proud of the foundations it has set, from the confidence gained by community members to the enduring partnerships that will carry forward beyond the life of the formal program.

Supporting Women at the AMC

Financial stress does not disappear in incarceration, and for women in detention, it is often one of several overlapping pressures and vulnerabilities.

Through our Fostering Financial Stability workshops at the Alexander Maconochie Centre, we have continued to focus on helping

detained women build financial capability, confidence and the practical skills needed for life after release.

The sessions provide a safe and supportive space for women to reflect on their goals and to learn where community supports are available. Delivered alongside financial counselling, they also offer practical strategies for managing debts and create direct pathways to counselling appointments, ensuring that women can access the help they need to take steps towards stability and independence.

"Women have reported feeling more confident and 'finally' feeling like their affairs are more in order. Many women feel a sense of accomplishment being in a better financial situation and better understanding where they are at." – Women's Coordination Team at AMC

Outreach, Workshops & Everyday Touchpoints

Alongside our flagship initiatives and programs, the Community Education team has continued to deliver a wide range of education and engagement activities this year:

- 39 workshop sessions delivered across schools, universities, community organisations, refuges, and health services covering topics from consumer rights and debt management to budgeting, scams and energy hardship
- 173 engagement activities with outreach to locations including: Karralika, the Canberra Hospital Withdrawal Unit, Step Up Step Down, Women's refuges, and the Child and Family Centres. These visits ensure Care is visible and accessible to people who might otherwise not reach out
- 21 Work Development Program workshops for people with approved WDP/O plans for traffic and parking infringement
- Attended 30 events and expos and set up 4 pop up stalls which allowed us to connect with the broader community, often reaching people at food hubs, playgrounds and local markets.

Strengthening Relationships

Over the past year we attended 115 stakeholder forums and meetings, from small sector roundtables to larger networking events. These engagements have ensured our work stays connected to what is happening in the community, while also creating pathways for joint projects, referrals, and shared learning.

Sharing Knowledge in the Digital Space

Our e-newsletter has continued to grow and is now a trusted monthly source of practical guidance on issues such as energy costs, scams, consumer and credit law, and dealing with the rising prices of groceries and other cost of living pressures. We also used our e-newsletter to spotlight a joint article with ACT Gambling Support Service exploring the hidden impacts of gambling harm. Alongside our newsletter, our Facebook, LinkedIn and website presence continues to extend our reach, giving frontline workers and community members an ongoing touchpoint to reliable knowledge and service updates. In the year ahead we will continue to grow our digital presence with a focus on innovation and providing tangible value.

Looking Forward

The Care Community Education team is proud of the role it has played this year in creating practical and immediate pathways to support while also fostering long-term resilience. The year ahead will see us continue to deliver cost of living and hardship support through Bring Your Bills, while also finding untapped avenues and underserved communities to expand our education efforts.

We are committed to keeping information flowing and to strengthening the connections that allow people to move from crisis towards stability.

We will remain focused on the simple but vital goal of ensuring that every person in our community has access to the tools, knowledge, and support they need to navigate financial challenges with confidence.

Mrad El-Syoufi

Case Study - The Credit Card and BNPL Toll

In previous years, fewer people have contacted the service with credit card debt. During this reporting period, the trend is increasing again, as the rising cost of living pushes more people to rely on credit and Buy Now Pay Later services to cover everyday expenses.

Client:

Liam* is a 26-year-old full-time government employee. While his work is stable, the rising cost of rent, groceries, and transport meant his income didn't always stretch as far as he thought it would. Over the years, he'd built up debt across three credit cards to help cover shortfalls and unexpected expenses. He also used Buy Now Pay Later services for things like clothing, and tech, because it seemed like an easy way to spread out costs without interest.

Financial Issues:

Over time, the repayments from multiple BNPL accounts and credit card bills started piling up. Even though he had a steady income, the high interest rates and overlapping payment due dates left him feeling stuck and overwhelmed. By the time Liam called the National Debt Helpline, he had:

- Three credit cards with a combined debt of around \$21,000
- Several Buy Now Pay Later accounts, with regular repayments eating into his pay

The constant financial pressure began affecting his mental health and sleep, leaving him anxious and exhausted.

Actions/Outcomes:

Working with a Financial Counsellor, we assisted Liam:

- Clarify his total debt, regular repayments, and essential living costs
- Contact his lenders to request hardship assistance. They would not agree to pause interest on his credit cards, but agreed to affordable repayment plans
- Work through his Buy Now Pay Later debts and prioritise his essential expenses, while managing or closing unused accounts
- Build a realistic budget that ensured rent, food, and transport were prioritised
- Discuss whether a debt consolidation loan might be right for him, helping him weigh up his options before making any decisions
- Link in with free mental health and wellbeing services to support him with the emotional toll of financial stress

During the process, Liam reflected that he'd never really been taught how to manage money and wished these skills had been covered in school. He felt frustrated that he'd fallen into debt without realising how hard it would be to climb back out. Even though his lenders wouldn't pause interest, having a clear plan and someone to talk things through with made a huge difference. Liam indicated that he left his appointments with a greater sense of control over his finances and a pathway to work towards becoming debt-free.

**Name changed for privacy.*

Consumer Law

Care Consumer Law (CCL) provides free legal services to vulnerable and disadvantaged people in the ACT in matters relating to consumer credit and debt, telecommunications, insurance, utilities, general fair trading, and consumer protection. We also operate the Defined Benefits Information Service (DBIS) for the Motor Accident Injuries Commission, providing information and legal advice to people injured in a motor accident in the ACT about accessing benefits under the Motor Accident Injuries Scheme.

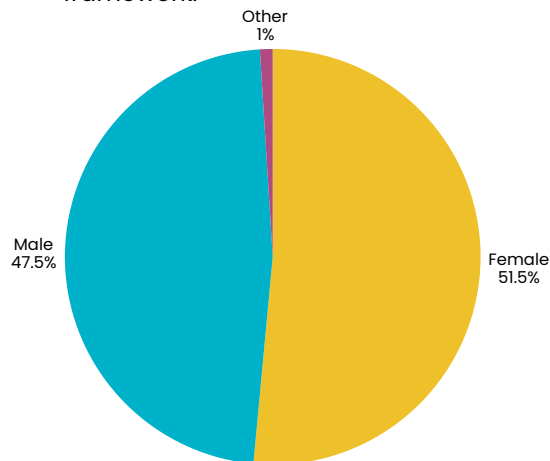
In 2024-2025, the CCL team experienced a significant increase in service delivery compared to the previous year. Overall, the team delivered a total of **1,408 services** to **1,134 clients**. This represents a **14%** increase in services and **31%** increase in clients supported. In financial terms, the team secured monetary outcomes totalling **\$596,038** for clients. Beyond financial achievements, the CCL team also delivered substantial non-financial outcomes. These included negotiated hardship variations, repayment arrangements, settlement agreements, halting legal action to allow negotiations to take place, advising clients against taking action that could expose them to a greater liability or debt, and other non-quantifiable outcomes.



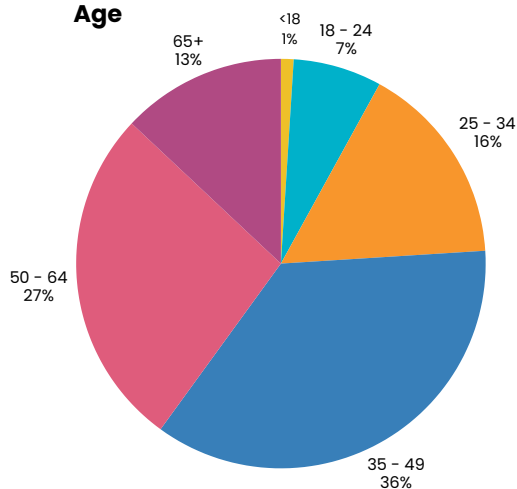
Demographic Information

Gender

Our service remains committed to fostering an inclusive and respectful service environment by inviting clients to disclose their gender identity beyond the binary framework.



Age



Income

Approximately 40% of our clients experienced financial hardship that limited their ability to access legal assistance. This includes individuals who could not afford legal fees or who were unable to access finances due to financial abuse or other circumstances of vulnerability.

Services

Defined Benefits Information Service (DBIS)

We experienced a steady increase in the number of clients seeking DBIS services. This growth has coincided with a rise in the complexity of matters, including supporting clients who have experienced trauma. The increase is attributable to both the expanded capacity of DBIS staff to deliver services and greater awareness of the DBIS among ACT residents and organisations. We appreciate the ongoing support we continue to receive from the Commission.

Mobile Debt Clinic

Care Consumer Law continued to promote access to justice by reaching out to vulnerable groups, including people experiencing financial abuse or other disadvantages due to domestic and family violence, as well as individuals with mental health conditions. We run clinics regularly at community organisations, such as the Migrant and Refugee Settlement Services (MARSS) and the Tenancy Assistance Program at Woden Community Service's centres. We also maintain strong relationships with other organisations, including Community Services #1, Companion House, Vinnies, and Canberra Hospital, where case workers refer their clients on a need-basis. We aim to maintain and further expand these partnerships to increase access to our services.



ACAT Consumer Duty Lawyer Service

Care Consumer Law continued to provide the ACT Civil and Administrative Tribunal (ACAT). Consumer Duty Lawyer Service in partnership with the ACAT. The Service has continued to grow mainly through referrals from the Tribunal. We are grateful for the ongoing support from ACAT, which ensures the service runs smoothly and remains accessible to the community.

Our Team

Tawanda Mukamuri serves as the Principal Solicitor at Care Consumer Law. We have recently welcomed two additional lawyers, Maggie Jiang and Rishi Gunreddy. During the year, we were fortunate to have a volunteer lawyer, Joshua Woodyatt from the Australian Government Solicitor (AGS) working with the team for 6 months which has since been extended to 12 months.

The legal team is supported by an intake and administrative team, including Gayathri Hatharasinghe (Senior Paralegal), Jueun Cha (Paralegal and Administrative Officer), and Brianna Leslie-Strika (Paralegal).

We are also grateful to our wider team of volunteers and pro bono partners, including AGS, Moray and Agnew, Clayton Utz, and Australian National Internships Program, for their invaluable support throughout this period.

Feedback from clients

"I was assisted by [lawyer], who was absolutely professional, compassionate, and very clear in his communications. I wish him all the best for a long career bringing justice and serving the community."

"I just wanted to extend my heartfelt thanks for your assistance in helping me recover the funds from [OP]. I've received confirmation that they've agreed to refund the money, and I'm incredibly grateful for your support throughout the process. Your help made a meaningful difference, and I truly appreciate your time, professionalism, and care. Kind regards,"

Tawanda Makamuri



Care Core Value



We are respectful and work with compassion and empathy to support the people we work for and with.

Financial Counselling

Big news this year – we embarked on a **Service Improvement Process**. The new framework and approach is designed to make it easier for people to get the support they need, and reduce the risk of re-traumatisation. It will shift the collection of personal information and full intake until we know the person requires more engagement, and tailor our service responses to the needs of the client. The process will ensure our limited resources are targeted to those who need it most, reduce wait times, and reduce the administrative burden for staff. It will facilitate improved learning tools, resources and in-house training to support staff to perform their roles and support collaboration, innovation and continuous improvement.

The financial year saw an increase in demand for financial counselling. Housing and utility stress was a common theme, with 39.2% of all presentations related to housing or utility costs. Nearly 4 in 10 clients were struggling with basic living costs, putting them under financial pressure. More people were seeking support with no income (up 39%). Some of these were related to our work in the Alexander Maconochie Centre (AMC), but we are seeing more people who are not eligible for income support or are not receiving income for some other reason. Reports of domestic and family violence and financial abuse both rose sharply (48% and 38% increase respectively) with more clients disclosing serious safety risks related to financial control. Overall, many clients are in long term hardship, with limited resources to recover.



During the year we enrolled to be sponsors for 2 interstate fines program (State Penalties Enforcement Registry (SPER) in Queensland and Work and Development Permit (WDP) in Victoria). 9.5% of all clients reported having fines or infringements. Care has been an approved provider for ACT and NSW for many years. This provides residents of ACT and surrounds an opportunity to address unaffordable interstate fines by undertaking education activities and financial counselling. Eligible clients can reduce their fines whilst doing meaningful and beneficial activities that improve their financial knowledge and financial situation. Being released from these fines not only places them in a better financial situation, it also improves their wellbeing.

Kathleen Watson returned as a financial counsellor after leave. Kathleen has taken up the role of gambling harm financial counsellor. We employed our first interstate financial counsellor, Claire Sambell, who lives in Victoria and is an experienced National Debt Helpline financial counsellor. Megan Butcher also joined the team.



Megan was a financial counsellor in Queensland and has relocated to Canberra. She delivers sessions at the AMC and coordinates the service improvement process. Daniel Villagran completed his placement at Care and is transitioning from financial capability to financial counselling. Daniel is a support detainer at AMC.

Lyndall Millburn and Rachael Millful both retired from financial counselling. They contributed enormously to the sector by their incredible work with clients, advocacy and mentoring new financial counsellors.

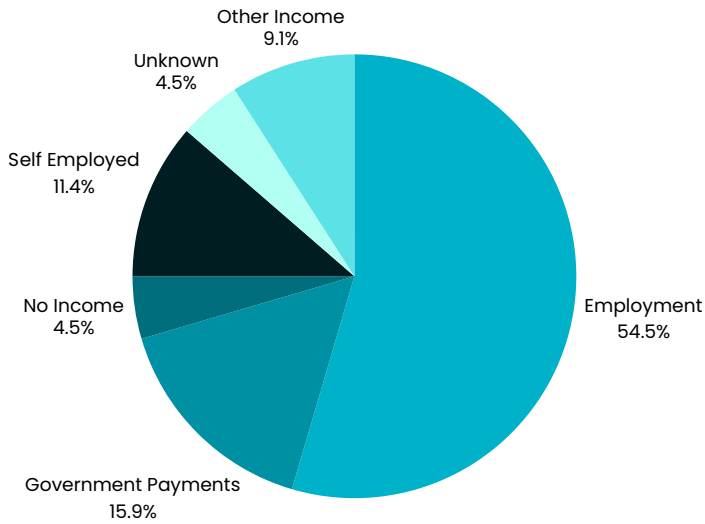
We hosted 3 placement students during the year. Tasneem Khan completed her Masters in Social Work placement. Deb Purss completed a part of her financial counselling placement and Peggy Jones commenced her financial counselling placement in June.

Leslie MacDonald, our compassionate long-term volunteer continues to assist vulnerable clients with tax related matters including tax returns and profit and loss statements.

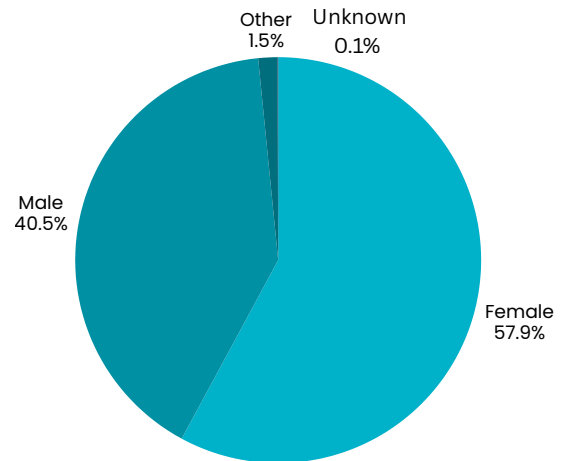
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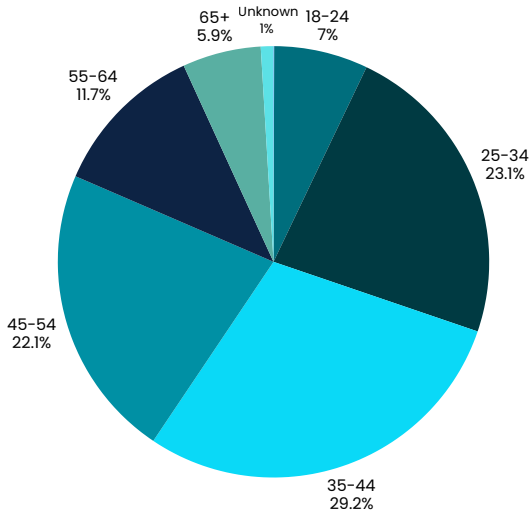
Source of Income



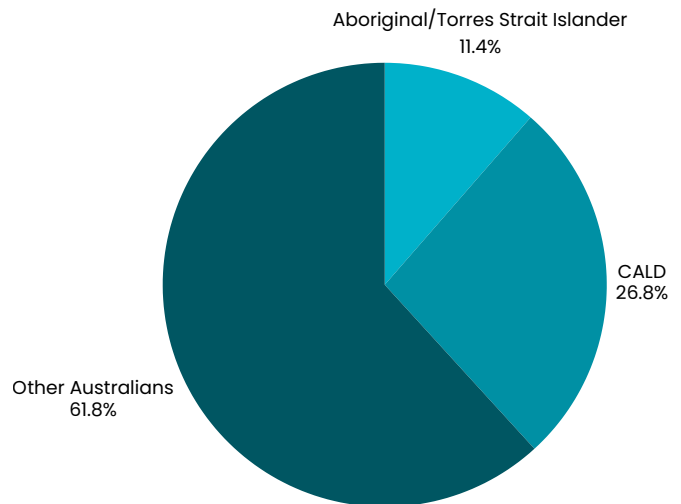
Gender



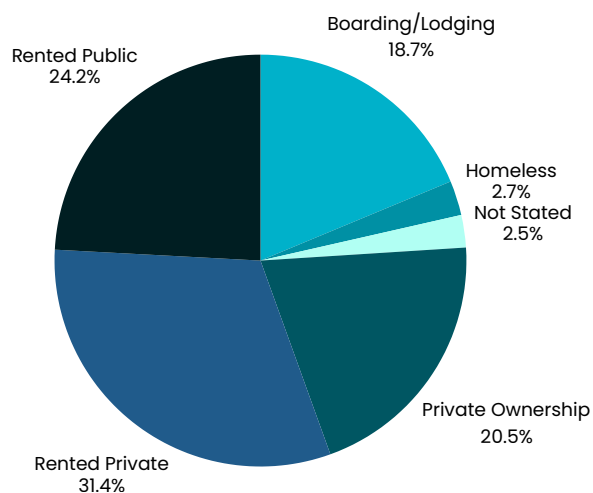
Age Group



Cultural Background



Housing Tenure



Case Study - DFV and Financial Hardship

Client:

For many years, Samantha* was in a violent relationship. She fled the relationship, obtained employment and moved into a private rental property. Due to her physical health, her employment contract was not extended beyond the probationary period as she was not well enough to undertake the demands of the role.

Samantha applied for numerous jobs but was unsuccessful. She was reliant on JobSeeker and after paying rent, only had \$200 remaining per fortnight. This was to cover food, mobile phone, public transport and loan payments (electricity was part of the rental agreement). She did not know how she would afford rent and was terrified of being homeless.

Samantha felt that she was unlikely to return to work in the foreseeable future, due to physical health issues affecting ability to work and the trauma experienced during the relationship. She had no assets.

Financial Issues

- Private rent was unaffordable, and she was at risk of eviction
- She was not eating well as she did not have enough money left for groceries
- A credit card of \$4000 with only minimum repayments being made
- A personal loan with repayments prioritized over living expenses. This and the credit card had been used for living expenses since leaving the DV relationship.

Actions/Outcomes

- Samantha was supported to apply for a Rent Relief Grant. This provided a reprieve whilst she worked with the financial counsellor on other debt matters
- Information was provided on grants and support packages. She applied for and was granted an Energy Support Voucher and Safer Families Grant. The later was also used for rent payments
- Assisted with an application for public housing
- Assisted with an application for Disability Support Pension (DSP) given her long term health issues
- Advocated for a waiver of the credit card and personal loan
- Assisted Samantha to access emergency food relief

A deferral of payments was initially granted for the credit card and personal loan. This allowed all available funds to be used for rent, mobile phone and public transport. A full waiver for the credit card and personal loan was then granted.

Due to safety concerns Samantha was assessed as a high priority for public housing. She obtained public housing after a 7 month wait. This made rent affordable. Whilst the initial application for DSP was denied, Samantha obtained DSP after an appeal. The combination of increased income and reduced rent has made it possible for Samantha to manage her budget going forward.

**Name changed for privacy.*

Care Core Value



Our practices are professional, ethical,
and human centered.





Care Core Value



We seek to provide culturally appropriate and accessible services to all people in our community.

Care Incorporated

ABN: 45 037 269 595

Financial Statements

For the Year Ended 30 June 2025

Care Incorporated

ABN: 45 037 269 595

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For the Year Ended 30 June 2025

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Care Incorporated

ABN: 45 037 269 595

Board Report For the Year Ended 30 June 2025

The Committee members present their report on Care Incorporated for the financial year ended 30 June 2025.

General information

Committee members

The names of committee members throughout the year and at the date of this report are:

Jane Thomson	Chairperson, Appointed 24 October 2024
Alison Lendon	Secretary
Sally Druhan	Treasurer
Philippa Prothero	Board member
Andrew Freer	Board member, Appointed 24 October 2024
Andrew Freer	Chairperson, Resigned 24 October 2024
Will Mollison	Board member, Appointed 4 February 2025
Geoff Sjollema	Board member, Appointed 12 December 2024
Geoff Buchanan	Board member, Resigned 24 October 2024

Principal activities

The principal activities of the Association during the financial year were to inform, support, empower and advocate on behalf of low to moderate income people with financial and related problems and work to ensure they were treated fairly and with dignity as consumers.

Significant changes

No significant change in the nature of these activities occurred during the year.

Operating result

The surplus of the Association for the financial year amounted to \$ 74,565 (2024: \$ (3,965)).

Sign off details

Signed in accordance with a resolution of the Members of the Committee:

Committee member:

JANE THOMSON, Chair

Committee member:

SALLY DRUHAN

Dated

9 October 2025

Care Incorporated

ABN: 45 037 269 595

Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Responsible Persons of Care Incorporated

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Hardwickes

Hardwickes
Chartered Accountants

Bhaumik Bumia

Bhaumik Bumia CA
Partner

14 OCTOBER 2025

Canberra

Care Incorporated

ABN: 45 037 269 595

Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2025

		2025	2024
	Note	\$	\$
Revenue and other income	4	4,580,069	3,817,163
Employee benefits expense		(3,987,646)	(3,329,508)
Depreciation expenses		(60,997)	(50,334)
Amortisation expenses	11	(152,447)	(153,408)
Occupancy Costs		(11,650)	(22,158)
Contractors		(28,950)	(29,210)
Other Admin Expenses		(263,814)	(236,510)
Surplus / (Deficit) before income tax		74,565	(3,965)
Income tax expense	2(b)	-	-
Surplus / (Deficit) for the year		74,565	(3,965)
Other comprehensive income		-	-
Total comprehensive income for the year		74,565	(3,965)

The accompanying notes form part of these financial statements.

Care Incorporated

ABN: 45 037 269 595

Statement of Financial Position As At 30 June 2025

	Note	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	694,101	475,195
Trade and other receivables	6	261,453	411,848
Other financial assets	7	1,349,000	1,150,000
Other assets	10	40,640	38,222
TOTAL CURRENT ASSETS		2,345,194	2,075,265
NON-CURRENT ASSETS			
Plant and equipment	9	337,678	379,825
Right-of-use assets	11	528,575	681,022
TOTAL NON-CURRENT ASSETS		866,253	1,060,847
TOTAL ASSETS		3,211,447	3,136,112
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	565,170	327,042
Contract liabilities	8	270,720	421,600
Lease liabilities	11	155,411	144,989
Employee benefits	14	219,518	161,931
TOTAL CURRENT LIABILITIES		1,210,819	1,055,562
NON-CURRENT LIABILITIES			
Borrowings	13	150,000	150,000
Lease liabilities	11	425,379	579,866
TOTAL NON-CURRENT LIABILITIES		575,379	729,866
TOTAL LIABILITIES		1,786,198	1,785,428
NET ASSETS		1,425,249	1,350,684
EQUITY			
Retained earnings		1,425,249	1,350,684
TOTAL EQUITY		1,425,249	1,350,684

The accompanying notes form part of these financial statements.

Care Incorporated

ABN: 45 037 269 595

Statement of Changes in Equity For the Year Ended 30 June 2025

2025

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2024	1,350,684	1,350,684
Surplus for the year	74,565	74,565
Balance at 30 June 2025	1,425,249	1,425,249

2024

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2023	1,354,649	1,354,649
(Deficit) for the year	(3,965)	(3,965)
Balance at 30 June 2024	1,350,684	1,350,684

The accompanying notes form part of these financial statements.

Care Incorporated

ABN: 45 037 269 595

Statement of Cash Flows For the Year Ended 30 June 2025

	2025	2024
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	4,917,327	3,795,400
Payments to suppliers and employees	(4,378,200)	(3,385,880)
Interest received	43,626	15,733
Net cash provided by operating activities	582,753	425,253
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment	(20,781)	(95,850)
Purchase of financial assets	(199,000)	(1,150,000)
Net cash (used in) investing activities	(219,781)	(1,245,850)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from borrowings	-	50,000
Repayment of lease liabilities	(144,066)	(141,660)
Net cash (used in)/provided by financing activities	(144,066)	(91,660)
Net (decrease)/increase in cash and cash equivalents held	218,906	(912,257)
Cash and cash equivalents at beginning of year	475,195	1,387,452
Cash and cash equivalents at end of financial year	5 694,101	475,195

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

For the Year Ended 30 June 2025

The financial statements cover Care Incorporated as an individual entity. Care Incorporated is a not-for-profit Association incorporated in the ACT under the *Association Incorporation Act 1991* ('the Act').

The functional and presentation currency of Care Incorporated is Australian dollars.

Comparatives are consistent with prior years, unless otherwise stated. The comparative amounts have been reclassified to conform with the current year's account categorisation as implemented by management.

1 Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*.

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

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

Material accounting policy information relating to the preparation of these financial statements are presented below, and are consistent with prior reporting periods unless otherwise stated.

2 Material Accounting Policy Information

(a) Revenue and other income

Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of control of promised goods or services to customers at an amount that reflects the consideration the Association expects to receive in exchange for those goods or services.

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Association have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Association are:

Government funding

Government operational grants and funded projects are brought to account as income in the year received or receivable to the extent of expenditure during the year on the purpose of the grant. Grant monies which have been received or are receivable but not yet been expended at balance date, including interest thereon where required under the terms of the grant, are carried forward as unexpended grants (unearned liability - contract liability).

Notes to the Financial Statements

For the Year Ended 30 June 2025

2 Material Accounting Policy Information

(a) Revenue and other income

Specific revenue streams

Fees for Services

Revenue from the rendering of services including services provided under ACT Government service purchase contracts is recognised upon the delivery of the service to the customer. Where amounts have been received in respect of ACT Government service purchase contracts, but the outputs and/or quantitative performance indicators have not been fully achieved, an amount equivalent to services unperformed at balance date is recognised as unearned revenue (current liability).

Other income

All other sources of income are brought to account as income when the related goods or services have been provided and the income earned.

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

(b) Income tax

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

(c) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(d) Plant and equipment

Plant and equipment

Plant and equipment are measured using the cost model.

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(f) for details of impairment).

Notes to the Financial Statements

For the Year Ended 30 June 2025

2 Material Accounting Policy Information

(d) Plant and equipment

Depreciation

Plant and equipment is depreciated on a straight-line basis over the asset's useful life to the Association, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

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

Fixed asset class	Depreciation rate
Furniture and Equipment	11.25% - 50%
Leasehold improvements	10%

(e) Financial instruments

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Association classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)

Amortised cost

The Association's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Fair value through other comprehensive income - Equity instruments

Notes to the Financial Statements

For the Year Ended 30 June 2025

2 Material Accounting Policy Information

(e) Financial instruments

Financial assets

The Association has no investments in listed and unlisted entities over which are they do not have significant influence nor control.

Financial assets through profit or loss

The Association does not hold any assets that fall into this category.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Association renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Financial liabilities

The financial liabilities of the Association comprise trade payables.

(f) Impairment of non-financial assets

At the end of each reporting period the Association determines whether there is evidence of an impairment indicator for non-financial assets.

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

(g) Leases

At the lease commencement, the Association recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Association believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model, depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of assets accounting policy.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Association's incremental borrowing rate is used.

Notes to the Financial Statements

For the Year Ended 30 June 2025

2 Material Accounting Policy Information

(g) Leases

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Association's assessment of lease term.

Where the lease liability is remeasured, the right-of-use asset is adjusted to reflect the remeasurement or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(h) Employee benefits

Provision is made for the Association's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

(i) Economic dependence

Care Incorporated is dependent on the ACT Government and Commonwealth Government for the majority of its revenue used to operate the business. At the date of this report the directors have no reason to believe the ACT Government and Commonwealth Government will not continue to support Care Incorporated.

3 Critical Accounting Estimates and Judgments

Those charged with governance make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Key estimates - impairment of plant and equipment

The Association assesses impairment at the end of each reporting period by evaluating conditions specific to the Association that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates - receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

Notes to the Financial Statements

For the Year Ended 30 June 2025

3 Critical Accounting Estimates and Judgments

Key estimates - Performance obligations under AASB 15

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/ type, cost/ value, quantity and the period of transfer related to the goods or services promised.

4 Revenue and Other Income

Revenue from continuing operations

	2025	2024
	\$	\$
Revenue from contracts with customers (AASB 15)		
- Services rendered		
- ACT Government Funding	2,611,052	2,395,744
- Commonwealth Government funding	961,436	800,702
- Other fundings	949,299	604,982
	4,521,787	3,801,428
Revenue recognised on receipt (not enforceable or no sufficiently specific performance obligations - AASB 1058)		
- Interest income	58,221	15,733
- Donations	61	2
	58,282	15,735
Total Revenue and other income	4,580,069	3,817,163

5 Cash and Cash Equivalents

	2025	2024
Note	\$	\$
Cash at bank and in hand	640,021	423,568
Short-term deposits	54,080	51,627
15	694,101	475,195

Care Incorporated

ABN: 45 037 269 595

Notes to the Financial Statements For the Year Ended 30 June 2025

6 Trade and Other Receivables

	2025	2024
Note	\$	\$
CURRENT		
Loan debtors	263,032	224,594
Trade receivables	5,744	190,928
Provision for impairment	(10,149)	(1,961)
15	<u>258,627</u>	<u>413,561</u>
Other receivables	<u>2,826</u>	<u>(1,713)</u>
Total current trade and other receivables	<u>261,453</u>	<u>411,848</u>

7 Other Financial Assets

	2025	2024
	\$	\$
CURRENT		
Term deposits	15 <u>1,349,000</u>	<u>1,150,000</u>
	<u>1,349,000</u>	<u>1,150,000</u>

8 Contract Balances

	2025	2024
	\$	\$
CURRENT		
Grant monies received in advance (AASB 15 revenue streams)	<u>270,720</u>	<u>421,600</u>
Total current contract liabilities	<u>270,720</u>	<u>421,600</u>

Care Incorporated

ABN: 45 037 269 595

Notes to the Financial Statements For the Year Ended 30 June 2025

9 Plant and Equipment

	2025 \$	2024 \$
PLANT AND EQUIPMENT		
Furniture and Equipment		
At cost	212,546	210,264
Accumulated depreciation	(195,971)	(188,904)
Total furniture and equipment	16,575	21,360
Computer Equipment and Software		
At cost	37,292	21,843
Accumulated depreciation	(22,081)	(7,295)
Total computer equipment and software	15,211	14,548
Leasehold Improvements		
At cost	433,079	432,244
Accumulated depreciation	(127,187)	(88,327)
Total leasehold improvements	305,892	343,917
Total plant and equipment	337,678	379,825

(a) Movements in carrying amounts

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year:

	Furniture and Equipment \$	Computer Equipment and Software \$	Leasehold Improvements \$	Total \$
Year ended 30 June 2025				
Balance at the beginning of year	21,360	14,548	343,917	379,825
Additions	2,282	15,450	3,050	20,782
Disposals	-	-	(1,932)	(1,932)
Depreciation expense	(7,067)	(14,787)	(39,143)	(60,997)
Balance at the end of the year	16,575	15,211	305,892	337,678

10 Other Assets

	2025 \$	2024 \$
CURRENT		
Prepayments	26,045	38,222
Accrued income	14,595	-
	40,640	38,222

Notes to the Financial Statements

For the Year Ended 30 June 2025

11 Leases

Right-of-use assets

	Buildings \$	Total \$
Year ended 30 June 2025		
Balance at beginning of year	681,022	681,022
Depreciation charge	(152,447)	(152,447)
Balance at end of year	528,575	528,575
	Buildings \$	Total \$
Year ended 30 June 2024		
Balance at beginning of year	820,664	820,664
Depreciation charge	(153,408)	(153,408)
Additions to right-of-use assets	13,766	13,766
Balance at end of year	681,022	681,022

Lease liabilities

The maturity analysis of lease liabilities based on contractual cash flows is shown in the table below:

	< 1 year \$	1 - 5 years \$	Total \$
2025			
Lease liabilities	155,411	425,379	580,790
2024			
Lease liabilities	144,989	579,866	724,855

Statement of Profit or Loss and Other Comprehensive Income

The amounts recognised in the statement of profit or loss and other comprehensive income relating to interest expense on lease liabilities and short-term leases or leases of low value assets are shown below:

	2025 \$	2024 \$
Amortisation expenses	152,447	153,408
Interest expense on lease liabilities	22,110	26,700
	174,557	180,108

Notes to the Financial Statements

For the Year Ended 30 June 2025

11 Leases

Statement of Cash Flows

	2025	2024
	\$	\$
Total cash outflow for leases	(144,066)	(141,660)

12 Trade and Other Payables

		2025	2024
	Note	\$	\$
CURRENT			
Trade payables	15	45,297	14,199
GST payable		32,303	46,933
Accrued expenses	15	125,938	22,571
Other payables		133,507	119,218
Rent relief		175,181	75,363
PAYG payables		52,944	48,758
		<u>565,170</u>	<u>327,042</u>

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

13 Borrowings

		2025	2024
	Note	\$	\$
NON-CURRENT			
Bank loans	15	150,000	150,000
Total non-current borrowings		<u>150,000</u>	<u>150,000</u>

14 Employee Benefits

	2025	2024
	\$	\$
Current liabilities		
Long service leave	-	3,820
Provision for employee benefits	219,518	158,111
	<u>219,518</u>	<u>161,931</u>

Notes to the Financial Statements

For the Year Ended 30 June 2025

15 Financial Risk Management

	Note	2025 \$	2024 \$
Financial assets			
Held at amortised cost			
Cash and cash equivalents	5	694,101	475,195
Trade and other receivables	6	258,627	413,561
Term deposits	7	1,349,000	1,150,000
Total financial assets		2,301,728	2,038,756
Financial liabilities			
Financial liabilities measured at amortised cost			
Trade payables	12	45,297	14,199
Accrued expenses	12	125,938	22,571
Bank loans	13	150,000	150,000
Total financial liabilities		321,235	186,770

16 Key Management Personnel Disclosures

The remuneration paid to key management personnel of the Association is \$ 263,666.

17 Auditors' Remuneration

	2025 \$	2024 \$
Remuneration of the auditor for:		
- auditing or reviewing the financial statements	9,500	4,000
Total	9,500	4,000

18 Contingencies

In the opinion of those charged with governance, the Association have a bank guarantee of \$48,898 at 30 June 2025 (30 June 2024:48,898).

19 Related Parties

(a) The Association's main related parties are as follows:

Key management personnel - refer to Note 16.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

As at balance date the Association had no known related party transactions.

No committee member received any remuneration for acting as a Committee Member during the year. The Centre's Director and staff representatives appointed to the Committee in accordance with the Constitution are however remunerated for their employment by the Association.

Care Incorporated

ABN: 45 037 269 595

Notes to the Financial Statements

For the Year Ended 30 June 2025

20 Events After the End of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Association, the results of those operations or the state of affairs of the Association in future financial years.

21 Statutory Information

The registered office and principal place of business of the company is:

Care Incorporated
19-23 Moore Street
Turner ACT 2612

Care Incorporated

ABN: 45 037 269 595

Responsible Persons' Declaration

The responsible persons declare that in the responsible persons' opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2022*.

Responsible person Responsible person

Dated 10 October 2025

Care Incorporated

Independent Audit Report to the members of Care Incorporated

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Care Incorporated, which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the responsible persons' declaration.

In our opinion the financial report of Care Incorporated has been prepared in accordance with Division 60 of 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 financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical 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 report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other matter

The financial report for the year ended 30 June 2024 was audited by another auditor who expressed an unmodified opinion on that report on 16 September 2024.

Other Information

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is included in annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

Care Incorporated

Independent Audit Report to the members of Care Incorporated

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Responsible Entities for the Financial Report

The responsible persons of the Association are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible persons are 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 the responsible entities either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 the financial report.

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

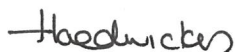
- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.

Care Incorporated

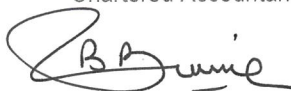
Independent Audit Report to the members of Care Incorporated

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the responsible entities.
- Conclude on the appropriateness of the responsible entities' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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



Hardwickes
Chartered Accountants



Bhaumik Bumia CA
Partner

Canberra

14 OCTOBER 2025