



Building a Sustainable Future Creating Positive Opportunities

Repositioning | Re-engagement | Reinvestment

As needs and expectations change rapidly in the sector, Mambourin has the capability, capacity and evidence-based approach to build services that will excel in meeting those needs and rising to new challenges.





364

PARTICIPANTS
ACCESSED OUR
COMMUNITY-BASED
HUB PROGRAMS

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Chris Cullin
BOARD CHAIR

Danielle Carey-Munro
CEO

Chair and CEO Report

We have been supporting people with a disability for almost 50 years with the purpose of connecting people to every opportunity and supporting them to get what they want out of life.

Mambourin Strategic Priorities 2024-2026

Mambourin continues its commitment to its Purpose, Vision and Values and strives to reflect these in its on-the-ground programming and services, leadership and governance. We understand our responsibility is to build a diverse, accessible, equitable and inclusive governance structure where all individuals are supported, respected, valued and enabled to thrive.

The Board has reviewed the organisation's purpose and current purpose and wanted to better articulate our objectives and who we are supporting day to day. **Our new PURPOSE:**

Mambourin empowers adults with a disability through tailored programs, skill development, and opportunities that foster independence, wellbeing, inclusive social connections and employment pathways.

During 2024/25 we have 'reset' the organisation. The previous year was spent assessing what was working and what wasn't, identifying ways in which we could improve our operations and services. This year, we have implemented these changes. Program and workforce restructures, although challenging, have rewarded the organisation with a significant productivity boost.

We have invested again in our people, governance and facilities. We have invested \$200,000 in training our people, with a focus on clinical and high supports. We have refurbished and replaced some of our equipment and facilities, spending \$1M. New information and communications systems have been implemented, including a new human resource information system, payroll system and a new, yet to be operationalised, customer

management system – all up an investment of \$400,000. We have reviewed and rewritten all our policy statements and procedures to better align the NDIS standards and good governance.

The participant experience and person-centred support/care approaches that underpin our services, operations and governance have been strengthened through a refresh of our strategy and operational focus. By asking our participants what they would like to see in Mambourin – and having the goal of achieving modern best practice – our people have taken on a greater sense of ownership and accountability.

Our results

Mambourin again achieved a strong financial result, with a 5% surplus and 7% EBITDA. Given program and workforce restructures across all business units, which reduced our bottom line in comparison to FY23/24, coupled with significant investments in training, facility upgrades and IT systems, this was a good result. The hubs continue to be our strongest performers, with the largest growth again occurring in the tailored one-on-one offerings through our Flexi Choice/in-home services.

Acknowledgements

We would like to acknowledge the contribution of David Cullen, a Board member of two years, who had to step down for personal reasons. We wish him the best in health and his future endeavours. We also welcome Abiola Akinbiyi, who became a member of the Board in November 2024.

Finally, we would like to thank all our dedicated staff and volunteers for their tireless efforts in supporting our participants. We look forward to our journey of continuous improvement.

Lived Experience Advisory Group

The Lived Experience Advisory Group (LEAG) was established in October 2024 to better capture the voice of Mambourin participants. The role of the (LEAG) is to provide the Board and management with feedback and input into strategy and operations that directly relate to and influence the experience had by Mambourin participants.

Feedback was provided on the following topics:

- programs and services – current and new initiatives
- policy statements and procedures
- communication channels
- events and activities.

Quality services for our participants

We strive for service excellence



OBJECTIVES:

- Mambourin is known as a best-practice provider.
- The Mambourin brand equates to quality.
- Our participants rate our service highly. We provide a mix of individual, group and employment services.

A fulfilling and friendly participant experience

We put the person first



OBJECTIVES:

- Participants want to come to Mambourin.
- Participants rate their experience highly and describe it as family and friends.
- We focus on supporting participants to achieve their goals.

A rewarding experience for our people

Our people are the heart of Mambourin



OBJECTIVES:

- People want to work at Mambourin.
- We invest in the wellbeing, personal and professional development, and engagement of our people.

Continuous improvement and sustainability

We plan and invest for the future



OBJECTIVES:

- We have the basics right.
- We build strategic partnerships with the community.
- Our investment plans are paced and focused on a sustainable future.

Governance and Leadership

Mambourin’s Board of directors continue to ‘oversee key areas of quality, finance and risk’.

Our Directors



Chris Cullin
Chair

Chris has more than 30 years of global leadership experience, including non-executive and executive roles with unlisted commercial organisations, education, NFP, and technology companies. He brings corporate governance, strategy, finance, risk management and ICT experience to Mambourin.

Chris is dedicated to using his skills to support people and communities, helping Mambourin connect individuals to opportunities and achieve their desired outcomes.



Marija Maher
Deputy Chair

Marija brings expertise in corporate strategy, business innovation, regulatory oversight, financial and risk management.

As a senior executive, Marija has expertise in creating sustainable and cohesive teams and is passionate about invigorating organisational performance through people and technology-blended transformations. She is a graduate of the AICD, a Lead Auditor in Quality Management Systems, and has a Doctorate in Business Administration.

Marija has strong personal integrity and is passionate about social justice, equity and access.



Kevin Glennon

Kevin is an accomplished and results-oriented senior executive with extensive national and international experience in sectors such as mining, financial services, retail, distribution, transport and government.

Through his technical and analytical expertise, Kevin has led enterprise-wide implementations to streamline operations, optimise productivity and introduce system efficiencies in a cost-effective manner.

Kevin is member of the AICD, Technology Business Management Council and Gerson Lehrman Group Council.



Caroline Pilot

Caroline is a healthcare leader with 25+ years of experience. She is known for her emotionally intelligent and innovative solutions to complex challenges. Her expertise spans nursing, marketing, business development, patient advocacy, and public health, with a focus on improving health outcomes through a multi-sector approach to collaboration and co-design.



James Barrie

James has considerable experience gained in a range of senior positions and brings to the Board valuable experience in governance, stakeholder relations, financial accounting and reporting, capital management, and mergers and acquisitions.

James runs his own business, which provides professional advisory and company secretary services. He is a non-executive director of several for-profit companies. He is also passionate about continuing a longstanding family history of involvement in the disability sector.



Dion Andrews

Dion is a Chartered Accountant who has more than 21 years of experience in financial roles in Melbourne and London, including the past 13 years as Chief Financial Officer at a listed property company. Dion uses his skills in strategic execution and corporate governance to support Mambourin to achieve its aims. Key to this is aiding the oversight of the financial settings of the organisation as an enabler of the Mambourin vision.

As the parent of a child with a disability, Dion is a keen advocate for people living with disability to participate more fully in their local community and live the life they want.



Abiola Akinbiyi

Abiola is an award-winning healthcare professional, entrepreneur, speaker and community leader with more than 20+ years in Australia's health sector. As a registered nurse, Abiola has forged a career in aged care and clinical education, including as a Clinical Adviser in People and Culture.

A dedicated advocate for CALD communities and youth, she mentors young African-Australian women through Changepreneurs. A former Victorian Multicultural Commission commissioner, Abiola is an experienced board director and committee chair.

Abiola holds multiple degrees and is a Paul Harris Fellow and a recipient of the Spirit of Victoria University Alumni Award.

She's passionate about health education, empowerment and social justice.



Michelle Sabatino
Company Secretary

Michelle is the Company Secretary and Secretariat to the Board and all committees: Quality Safeguarding and Governance, Finance Investment and Audit, and Remuneration.



Danielle Carey-Munro
Chief Executive Officer

Danielle joined Mambourin as CEO in September 2023. She has been a senior executive for more than 20 years and brings a wealth of experience from working in the human services sector in for-profit and not-for-profit organisations.



Warren Yates
General Manager - Information Communication Technology

Warren joined Mambourin in 2009. He has a strong background in ICT, programming and project management. Warren has seen Mambourin grow in size very quickly and technology has been a critical aspect of this growth.



Alma Zulovic
General Manager - Finance

With 19 years of finance experience in for-profit and not-for-profit sectors, Alma offers extensive expertise in her role.

She has a proven track record in financial management and system implementation, consistently enhancing efficiency and financial health.



Barbara Henwood
General Manager - Quality, Safeguarding and Governance

Barbara is a registered nurse with an extensive career in the healthcare sector spanning more than 25 years. Barbara is passionate about and specialises in risk management and clinical governance.



Janine Hawker
General Manager - People and Culture

Janine has a background as a senior people and culture professional working in the health and disability industry, higher education, education, and not-for-profit and for-profit organisations. Janine believes the employees are the best part of any organisation and supports an inclusive, diverse workforce.



Quality Safeguarding and Governance Committee

Caroline Pilot (Chair)
Kevin Glennon (Vice Chair)
Abiola Akinbiyi

The Quality Safeguarding and Governance Committee advises the Board on governance matters for the organisation, including the constitution and changes in good governance practice. It is tasked with reviews of director skills and experience and periodic Board evaluation.



Finance Investment Audit Committee

Dion Andrews (Chair)
Marija Maher (Vice Chair)
James Barrie

The Finance Investment and Audit Committee is appointed by the Board to assist the Board in fulfilling its corporate governance and oversight responsibilities in relation to corporate reporting processes, such as the financial reporting process, risk management and internal control, external audit, internal quality audit and compliance, including the code of conduct and whistleblower statement.



Remuneration Committee

Chris Cullin
Marija Maher

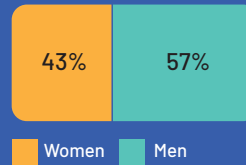
The Remuneration Committee ensures that remuneration arrangements support the strategic aims of the business and enable the recruitment, motivation and retention of senior staff while complying with the requirements of regulatory and governance bodies and satisfying the expectations of stakeholders including the wider employee population.



GEI 2 - Gender composition of the governing body

According to WGEA and BCEC's 2020 Gender Equity Insights Report, a more balanced gender composition of a governing body has been shown to have broader effects on workplace gender equality outcomes and improved company performance. Women holding 20% or more board seats is shown to be more effective in achieving this benefit.

Chair and members





Historical timeline of Mambourin's creation



1987

The name of the organisation was officially changed to Wyndham Centre for the Intellectually Disabled.

1998

It was felt that the Wyndham Centre needed a name change as a result of its rapid growth. As the Sensory Garden had already been named Mambourin it was decided to use this name to illustrate the 'umbrella' company.

2010

At a Special General Meeting held by WestNet on 30 June 2010, the WestNet members voted to voluntarily wind up and transfer their assets to Mambourin. WestNet and Mambourin commenced as a merged organisation on 1 July 2010.

2015

Purchase of Derrimut head office/warehouse property at 159 Derrimut Drive, Derrimut.

2022

Purchase of 103-107 Derrimut Drive, later known as D3. This was to accommodate growth in the ADE business (known as Mambourin Business Services or MBS).

1972

Werribee Shire Centre for Mentally Retarded Children was established to educate children with an intellectual disability in Werribee.

1997

The first supported employment project in the City of Wyndham was established by the Wyndham Centre. The Mambourin Sensory Garden was started on Council-owned land south of the current Werribee site, with sponsorship from service clubs, major companies and philanthropic trusts and using supported employees.

2004

Garden Biz renamed Mambourin Sunshine. The program where horticulture, gardening and landscaping activities take place.

2013

Purchase of Melton factory/warehouse property at 1 Collins Road, Melton.

2018

Purchase of 20 Mackenzie Street, Melton. Renovation began to transform it into a day service centre, now known as Melton Hub.

2023

Purchase of 21-23 Gell Street, Bacchus Marsh, to accommodate day services growth in the area.

Our Active Hubs

This year marked a pivotal phase of reset and repositioning as we re-evaluated our approach to better align with the evolving needs of our participants.

Overall number of programs per week: 163
Overall unique programs: 46

Hub	Number of programs offered per week	Unique hub programs per week	Overall hub unique programs
Altona	22	10	
Deer Park	30	23	
Melton	30	24	
Sunshine	35	23	
Werribee	46	25	
Total	163	105	

Afternoon program offerings have been expanded to ensure a broader range of activities and continued opportunities for growth and social connection.

Strategic investments have strengthened our physical and digital infrastructure. Highlights include a new kitchen at Melton, a new building at Sunshine, and extensive upgrades at Deer Park, Altona and Werribee.

These upgrades have improved safety, accessibility and the overall participant experience. Additionally, we embraced digital innovation with the rollout of new gaming equipment and the Mambourin Digital TV Network, enhancing engagement and internal communication.

Expanding beyond the traditional hub model, Mambourin introduced new services aimed at delivering more flexible, individualised, and community-based experiences. These offerings reinforced our commitment to person-centred support by meeting participants where they are.

Participant engagement has also been a major focus. We launched new programs including the fishing program, pet pantry program, Inter-Hub gaming tournament, and Certificate 1 in Adult Literacy and Numeracy. Meanwhile, our long-standing programs in Cooking, Woodwork, Café, and Photography continued to thrive, with increased sessions to meet rising demand.

Most popular programs

Arts programs
e.g. Visual Arts, Photography
1

Exercise programs
e.g. Sports, Bowling, Swimming
2

Music programs
e.g. Music Therapy, Dancing
3

Daily Living Skills programs
e.g. Cooking, Independent Living
4

Access Community programs
e.g. Various excursions, Travel Training
5

Altona Hub

It's been a fun and exciting year at Altona Hub! We've celebrated together with some fantastic events—Halloween, Easter, and our much-loved Christmas party.

The resurfaced carpark, new dining tables and chairs and a portable stereo have made the space safer, more comfortable, and enjoyable for everyone. A big highlight has been the new Sensory Pamper program, where participants enjoy personal care, wellness chats, and even getting their hair styled. It's a big hit!

We're also incredibly proud of Jaymi Briscoe, a participant who now runs our monthly participant meetings from start to finish, setting up, hosting, and making sure everyone has a chance to share.



Participant's Voice



"I love all my programs, especially Sensory Pamper and Bowling, they make me feel really good!"

Jaymi
Altona Hub



Sunshine Hub

Sunshine Hub is thriving with the opening of our long-awaited new building. Participants love the warm, bright and accessible space. One participant says, "It feels like we're in a hotel!"

The upgraded facility includes a new kitchen, fresh furniture, and updated equipment that enhances daily programs and comfort. Our recent Morning Tea event brought together many families and carers for a wonderful catch-up and to celebrate the new space, which received fantastic feedback.

Participants have also led amazing programs, from launching our multimedia newsletter to creating realistic model landscapes and custom game art. The Pet Pantry team proudly donated more than 1,000 meals this year!



Participant's Voice



Being part of Pet Pantry is a rewarding experience.

"I enjoy working alongside my peers in a team environment, all while knowing that the animals are well cared for. The role allows me to stay busy and engaged throughout the day, and I value the hands-on experience it provides. Most importantly, I love that the pantry caters to all animals, making a difference in their lives."

Deborah Smith
Sunshine Hub



Melton Hub

Melton Hub has grown in amazing ways this year, welcoming many new participants and launching exciting programs such as Animal Therapy, Fishing, and Certificate I in Adult Literacy and Numeracy.

We have upgraded our Sensory Room and Gaming Rooms with calming lights, decorations and new equipment. Our new kitchen is now a key part of our cooking sessions, helping participants build independence, learn daily living skills, and gain confidence. Events such as Harmony Week, Easter, and a Bunnings sausage sizzle brought everyone together.

A highlight has been our Morning Tea events, giving families a chance to connect with staff and senior management team.

The changes have created a more welcoming, engaging space where participants feel supported, included, and proud of their progress.



Participant's Voice



"I enjoy all my programs like swimming, gym, work experience, café, and Zumba. I love seeing my friends every day. Mambourin has helped me achieve my goal and the staff are great!"

Joshua
Melton Hub

Deer Park Hub

It's been a wonderful few months filled with colour, warmth and connection. The hub got a fresh new look with a coat of paint and beautiful artwork, making the space brighter and more inviting.

We celebrated Multicultural Day with delicious dishes from our amazing staff, enjoyed a fun Easter egg hunt, and visited the local fire brigade—a program favourite! A special highlight was our Mother's Day morning tea, where families joined us for a cosy celebration full of love and laughter.

These moments reflect the inclusive, welcoming environment we are proud to create every day.



Participant's Voice



"I love going to Mambourin. I feel happy when I'm here. I like the customer meetings because we get to talk about the programs we enjoy. It's a good way for me to say what I like and share my ideas."

Tina
Deer Park Hub



Werribee Hub

Werribee Hub has had an exciting and rewarding year of growth. Our Café program has expanded to run three days a week, giving participants more opportunities to develop confidence and hospitality skills and work as a team.

The Woodwork program has taken on some exciting projects, including Woodwork-Halloween decoration, dog toy box, bottle opener and a bird house. The Shredding program continues to be a favourite, offering hands-on, meaningful work that builds routine and independence. A big highlight

was the Hip-Hop Group's amazing performance at the Melton Disability Expo!

We've also transformed our Sensory Garden with new concrete paths and fresh asphalt repairs, making it easier, safer and more inviting for everyone to explore and enjoy.

Participant's Voice



"I enjoy coming to Mambourin 100%! I love being part of the Expressive Arts program, my support worker Reece helps me write songs, which I really enjoy. It's not just acting I like; it's also the songwriting. I also enjoy making new friends while I'm at Mambourin."

Dylan
Werribee Hub



HUB SNAPSHOT 2025



Pet Therapy
at Melton &
Bacchus Marsh



Halloween Party
at Altona Hub



Fishing program
at Melton Hub



Interhub Gaming
Tournament



Biggest Morning Tea
at Melton Hub



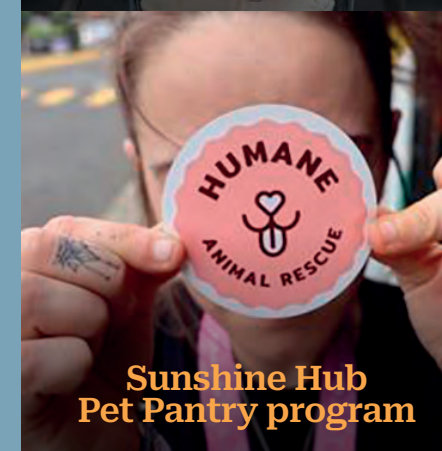
Harmony Day
at Altona Hub



Werribee
Hip-Hop Group



Sunshine Hub Weekend
at Phillip Island



Sunshine Hub
Pet Pantry program



Mother's Day
at Deer Park



Altona Music
Therapy program

Flexi Choices Leisure & Recreation

This year, Mambourin's Flexi Choices program delivered services to more than 240 participants across 1,250 activities, including more than 560 weekend group sessions and 690+ personalised supports.

The Flexi Choices program focused on deepening connections and expanding the variety of meaningful activities available. From one-on-one supports to community-based experiences, the program maintained its commitment to quality and participant-led choice.

We delivered more than 50,000 hours of support focused on recreation, community access and social connection. Weekend programs have become a reliable routine for families and a trusted space for participants to connect, belong

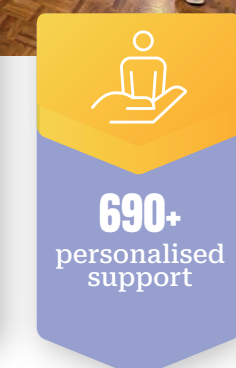
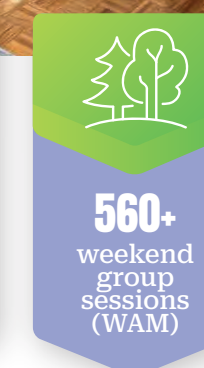
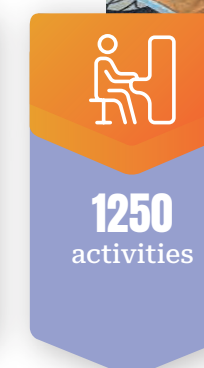
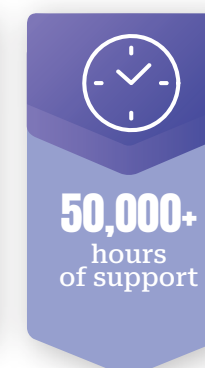
and thrive outside of the more scheduled weekday programs. Participants co-design their programs, ensuring activities reflect their genuine interests.

An assortment of activities were provided such as AFL games, live musicals and exploring cultural festivals such as Moomba and Pako Fest. Hubs became vibrant spaces of celebration, learning and friendships, redefining what inclusion looks like in action.

Investment in staff development supported this growth. Flexi staff engaged

in person-centred support training and built stronger alignment with NDIS planning and goal tracking. Team collaborations with NDIS and participant pathways coordinators also improved outcomes for participants with complex needs.

Flexi Choices' growth is a reflection of our values: building inclusive, joyful communities where every moment matters. We look forward to deepening this impact with more voices, more access and more connection in the year ahead.



NDIS and Participant

This year marked a turning point for Mambourin's NDIS and Participant Pathways team as we refreshed our approach to first impressions, ensuring every contact was purposeful and person-centred. From the first enquiry to the first visit, the team supported participants and families with guided tours, clear communication and warm handovers that built trust from day one.

The team also feel more integrated into the whole Mambourin experience with involvement in programming strategies, where we can better communicate our approach.

We repositioned Intake as more than just a process, becoming sector connectors and advocates through more than 40 schools and local expos. A key milestone was our response to an influx of referrals from a transitioning local provider, where we developed responsive onboarding and customised navigation strategies to support new participants and their families.

Engagement remained at the heart of our work. We introduced active listening into every intake conversation, with a strong focus on inclusive language, transparency and dignity. A highlight was our team's participation in a First Nations cultural awareness workshop, which has shaped how we support Aboriginal and Torres Strait Islander

participants, ensuring respectful, culturally grounded intake practice into the future.

We also invested in our people. Training in high complexity referrals and NDIA procedural updates helped the team confidently navigate Mambourin's newly established position as a provider of high-quality complex supports. Investing in staff development has led to stronger collaboration with support coordinators and planners, a strong partnership from enquiry to service. The launch

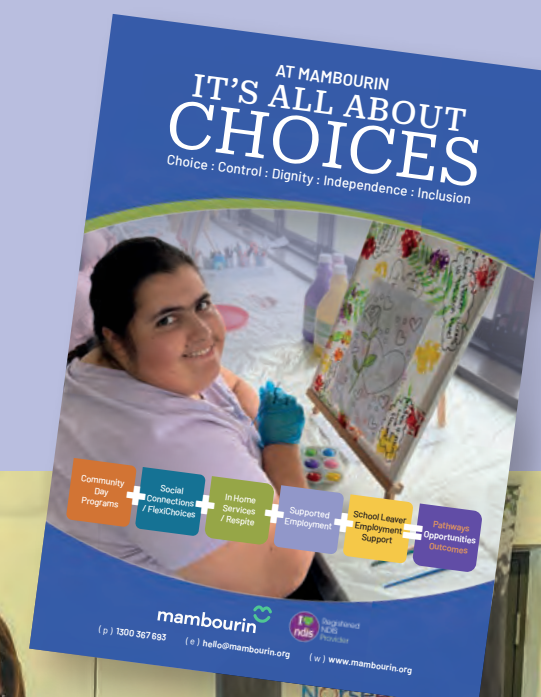
of a dedicated intake phone line and date tracking process, although small changes, aimed to remove all barriers to engagement.

This year, the Intake and NDIS team responded to 290 new participant enquiries and supported a 16.7% conversion rate from enquiry to service, reflecting steady intake outcomes and consistent engagement across the year.

The team continues its commitment to clarity, cultural respect and community connection.



Pathways



16.7%
conversion rate
from enquiry
to service

290
new participant
enquiries

Mambourin Business

There was significant growth across MBS this year, particularly in our social media presence, garden social enterprise, and the expansion of SLES career modules.

Our supported employee program, which involves warehouse activity such as assembling, packaging, labelling and garden maintenance, has acquired some new customers. We also expanded our community presence, using social media to highlight our social enterprise services. Using TikTok to capture the energy and activity in our warehouses has gained more than 25,000 views.

SLES, although a small part of our program, is still an important value-add for our participants who also work in the warehouse and use our day program services.

Key highlights

- 58,919 shift hours for our supported employees over 5 days a week across 2 warehouses.
- 17,508 hours of support provided to supported employees, SLES participants and their families. This includes one-on-one coaching, skills development, job readiness training, on-the-job assistance, travel training, emotional support and regular communication with families.
- 550,603 items packaged by our warehouse team.
- 842 hours of work experience delivered through SLES.

- 60 hours of SLES travel training to build confidence and independence on public transport.
 - 3 new social enterprise customers.
- These figures represent more than just outputs—they reflect our ongoing commitment to inclusion, capability-building, and empowering individuals through purposeful work and skill development.



Solutions

OUR PARTNERS



842 hours of SLES work
60 hours SLES travel training



25,353 views on Tik Tok for MBS



SLES 8
PARTICIPANTS
100% retention

5 NEW RECRUITS
GROWTH IN SUPPORTED EMPLOYEES

Quality and Compliance

To support our quality and compliance outcomes, we have invested heavily in both our people and systems. The results have been seen across the organisation.

Training and education

Mambourin is at the forefront of delivering in-house, face-to-face practical and educational sessions that are tailored and person-centred for our participants. Our Nurse Adviser and Educator continues to provide hands-on training to our staff, and guidance and practical supports to our participants.

A big focus has been on high intensity and complex supports covering topics such as:

- Medication Management
- High Intensity Supports
- Seizure Management
- Infection Control

Comprehensive training provides staff with the knowledge and skills necessary to provide high standard quality care and support.

Our e-Learning modules further support the on-site training.

All up, Mambourin delivered 24 staff training courses during 2024/25.

Continuous improvement

Mambourin actively pursues and demonstrates continuous improvement in all aspects of governance and operations with the aim of improving services to participants. This ensures that Mambourin continues to change and adapt to the needs of participants and the wider community.

Organisational-level initiatives

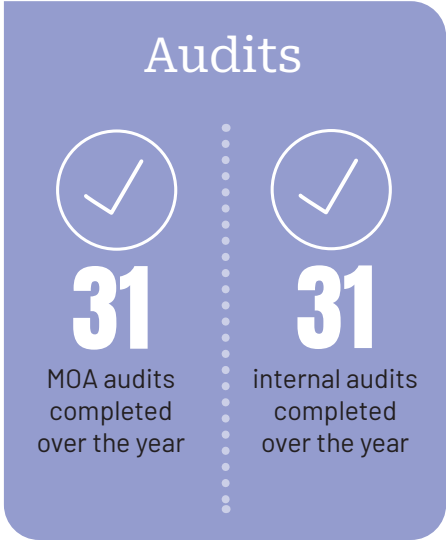
1. **Strategy** – development of customer experience and digital strategies.
2. **Technology and systems** – newly implemented human resource and information system and payroll system
3. **Reinvestment in assets** – \$950,000 refurbishment projects for our sites.
4. **Clinical and high intensity supports** – updated training courses, skin tear packs and diabetes kits.



Quality Safeguarding and Governance

QUALITY

With a robust Quality Management System (QMS) incorporating our audit program, internal and external benchmarking, compliance registers, document reviews and controls, and a reporting schedule, we support a transparent and inclusive process. Our QMS aligns with NDIS standards, ensuring high-quality and safe supports for participants. Our focus is on providing information that is easy to read and understand, promoting clarity and accessibility for all stakeholders.



SAFEGUARDING

- Partnership with VALID Advocacy services.
- Development of a new Mambourin Charter of Rights and Responsibilities.
- New consent and privacy agreements for participants.
- Training designed to enhance employees' skills in human rights, risk management, and professional boundaries.
- Collaboration in partnerships with participants and carer representatives.

GOVERNANCE

1. **Policy statements and procedures** – 100% review and rewrite with new document control system.
2. **Governance and risk** – development of Emergency and Disaster Management Business Continuity Plan, Risk Management Framework and Crisis Management Communication Strategy, revision of care and support plans, all to align to best practice governance.
3. **Mambourin Clinical Governance Framework developed.**



People and Culture

Our people are happy and feel well-trained and supported.

Another year of investment in our people has seen a significant boost in confidence to support our participants with complex needs. Mambourin's aim is to be a leader in training and education in the sector.

How do we know our staff are happy? Well we ask, not once but twice a year. We undertake two staff culture surveys a year, each capturing slightly different aspects of the working environment and our employees' sentiments. The survey results, which are benchmarked against the sector, tell us what we are doing right and where we need to improve.

The benchmarking tells us that our people are happier than most across the sector.

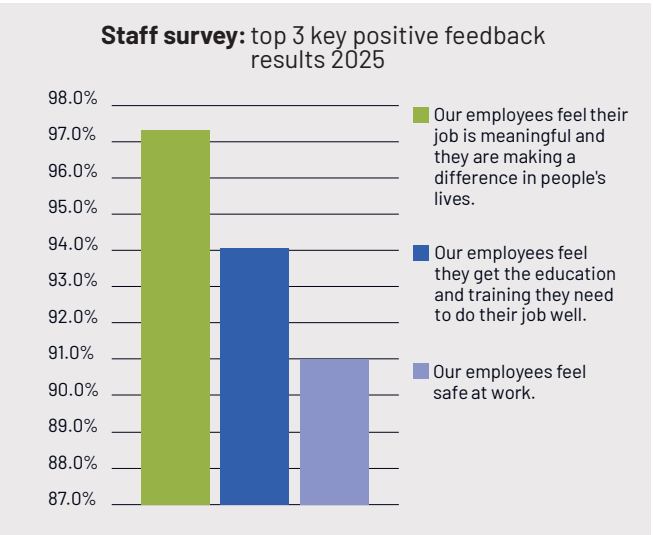
- Mambourin excels in supporting employees with training, fostering a supportive environment, and creating a sense of community among employees.
- Employees appreciate Mambourin's commitment to employee wellbeing.

What our employees say we do well:

- supportive atmosphere
- strong emphasis on teamwork and collaboration
- Mambourin treats everyone with respect.

Top 3 key positive feedback from 2025 survey:

- **97.4%** of our employees feel their job is meaningful and they are making a difference in people's lives.
- **94.1%** of our employees feel they get the education and training they need to do their job well.
- **91.1%** of our employees feel safe at work.



Technology

In late 2023, we made the decision to invest in a human resource information system to better manage the end-to-end people process and ensure we meet all our obligations to our people and the NDIS compliance standards. This year saw the embedding of the system into operations, most notably in the online learning and appraisal modules.

2025 Annual Disability Worker Awards

Mambourin was delighted to again partner with the Rotary Club of Footscray to present the 2025 Annual Disability Worker Awards. Mambourin had three outstanding categories and recipients:

1. Most Outstanding Disability Support Worker of the Year Award (minimum one to two years' service to the sector)

Shivani Gupta - Disability Support Worker
Melton Hub - two years' service

2. Most Outstanding Disability Support Worker of the Year Award (minimum five years' service to the sector)

Christian Malaca - Disability Support Worker
Sunshine Hub - five years' service

3. Most Outstanding Supported Employee of the Year Award (has shown the best attitude towards maintaining their skills, productivity and positivity in the past 12 months)

Lee Gerlach-Hood - Supported Employee
Garden Services at Werribee hub - three years' service.

Employee tenure (years of service)

The average employee tenure is 6.8 years, indicating we have dedicated employees who want to stay with Mambourin. It is reflective of our survey results - we have a happy workforce.

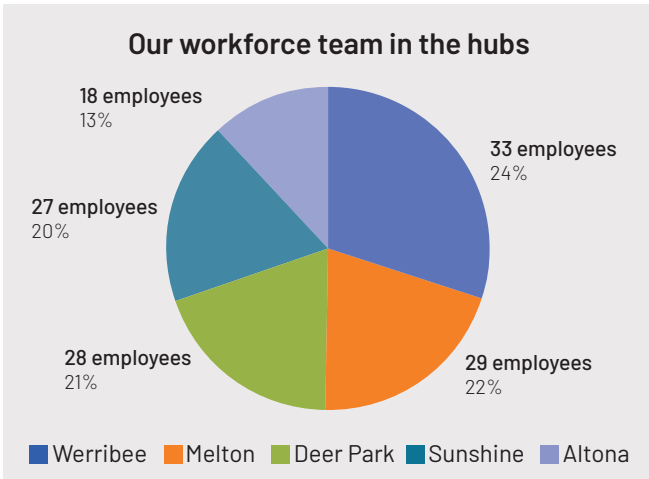
Tenure (years of service)	Number of employees	Employee percentage
Under 1 year	17	7%
1-2 years	66	26%
3-5 years	70	27%
6-10 years	47	18%
11-20 years	41	16%
21-30 years	15	6%
30+ years	1	0.4%

Employee age

Mambourin employees range from 19 to 80 years of age. The average age is 42.

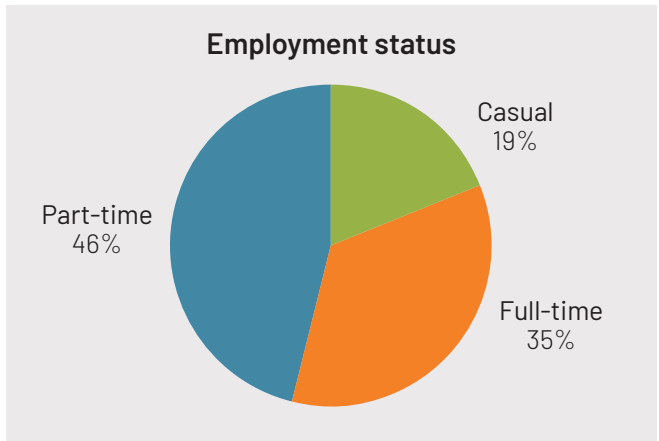
Our hub employees

Our hub employees make up a large portion of our workforce, providing dedicated and caring day program services for people with a disability.



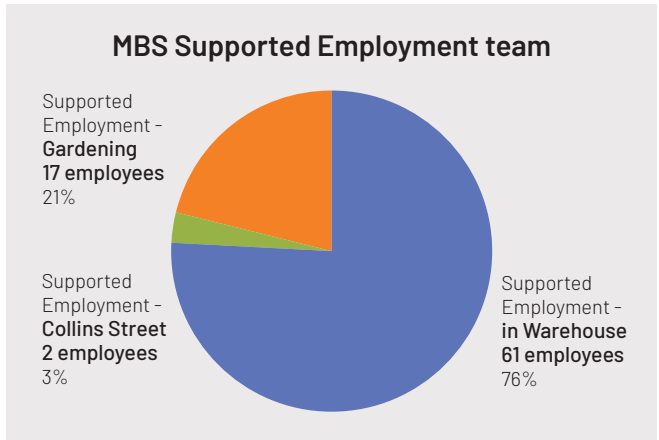
Employment status

To support continuity of supports for our participants, Mambourin focuses on providing consistent work and shifts for our people. As a result, 81% of our employees are contracted permanently (46% part-time and 35% full-time).



Mambourin Business Solutions (MBS)

Mambourin's Supported Employment team has three divisions.



Professional development

For our Leadership team, Mambourin introduced a leadership training program. This included training in conflict resolution and assertiveness, in conjunction with the opportunity for professional leadership coaching services. We aim to continuously invest and enhance our Leadership team with the knowledge and skills to support an adaptive and responsive workforce.

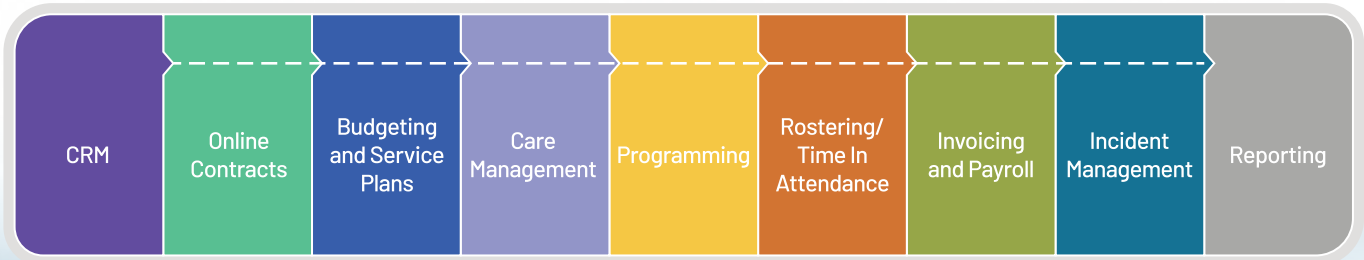
Information Technology

2024/25 highlights – reset, repositioning, engagement, investment

This year there has been a focus on embedding the new systems that were implemented last year, supporting our operations to deliver improved efficiencies and data insights.

We continue to search for better ways to capture information and made a future-focused decision to move to a new customer management system. We want to have a customisable platform that is scalable across all NDIS services, with improved internal and external user experience through a mobile app interface. We have started the journey to identify and refine our workflows with the aim of building our solution with a software vendor.

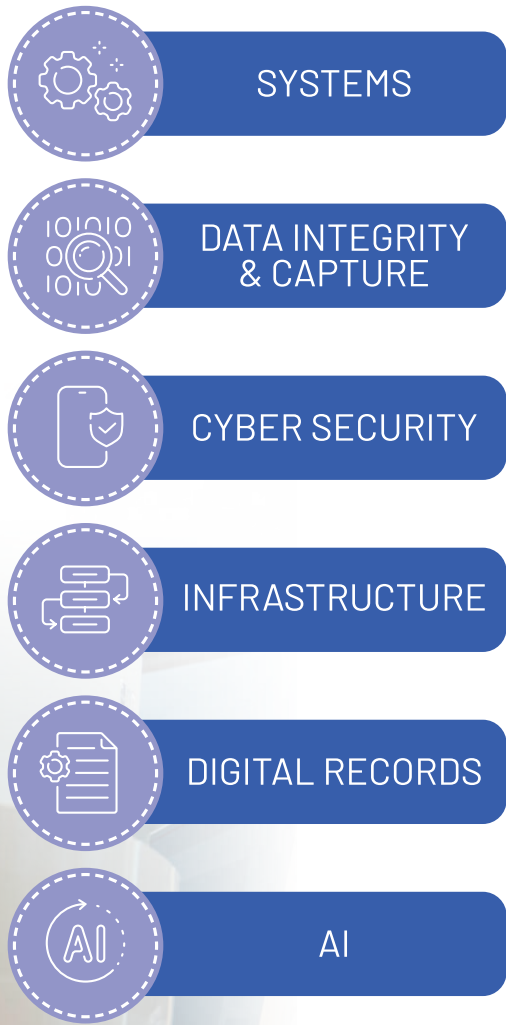
The implementation will mark a new era for Mambourin, offering improved integration, user experience, and data insight capabilities that will unlock new levels of efficiency and service innovation.



Repositioning

This year, Mambourin's IT manager undertook a large project to review current network and infrastructure capabilities to develop a new three-year Digital Strategy. The strategy is structured around six pillars: systems, data integrity and capture, cyber security, infrastructure, digital records, and AI.

This strategy, backed by a three-year roadmap, ensures information and communications technology (ICT) is well aligned to cyber security, service delivery and continuous improvement.



Engagement

Building on the success of our more tech-enabled programming, the gaming initiative was significantly expanded this year. It is now available across all day service hubs with a mix of Xbox Series X consoles, Nintendo Switches, Quest VR headsets and dedicated gaming PCs. The program offers inclusive and accessible experiences tailored to a wide range of interests and abilities.

This year we hosted our first Inter-hub Mario Kart Tournament, a standout event that brought participants from different hubs together, promoting connection, inclusion and a bit of fun competition. Melton claimed the inaugural victory and plans are already in motion to make this a recurring event. The ICT team will continue to explore emerging technologies that increase program quality, collaboration, and bring our community together through digital experiences.

Investment

Approximately \$170,000 was invested into ICT infrastructure this year. Highlights included upgrading our firewall infrastructure to improve cyber resilience, which remains a core priority. Training and simulations continued across the entire organisation from the top down.

1,396	cyber safety training courses were completed
3,389	phishing simulation emails were forwarded
909,016	emails processed
169,421	threats blocked
98,924	spam emails blocked

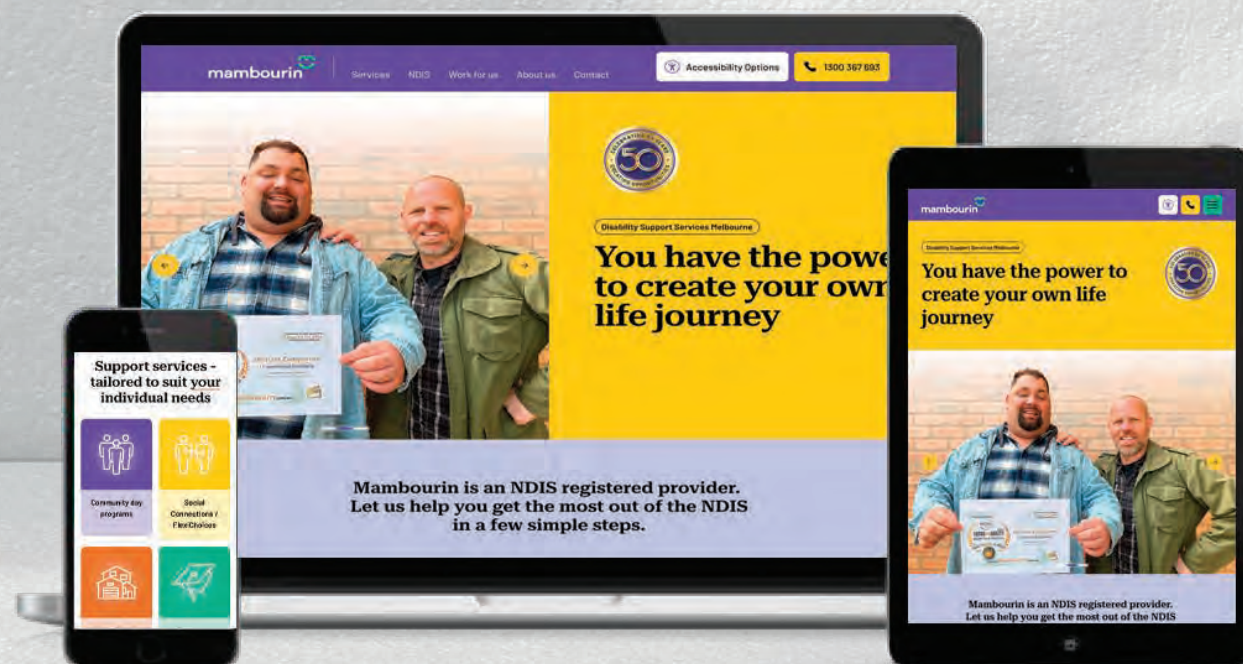
The Mambourin Brand

Enhanced engagement and strengthened community connections

The past 12 months have been an exciting time for the repositioning and rebranding of Mambourin.

We started a project to refresh our branding, introducing a new style guide and expanding our colour palette to help make Mambourin stand out from the pack by reducing our reliance on the colour purple! This style guide change saw the review of all our printed and electronic communication material so we have a consistent and unique brand position to help people navigate all our service offerings. The refresh was most noticeable through our new-look staff uniforms, quarterly newsletters, an internal TV network and social media.

Supporting our NDIS team, the refreshed branding was highlighted at internal and external events (we participated in 17 expos). There is also new merchandise, including popcorn consumables and vehicle branding. Our soon-to-be-launched website will showcase the improved approach of accessibility, with easy read and navigation functionality that strives for best practice.



A Year in Numbers

With a continued focus on business agility and productivity improvements, Mambourin has had a year of change, resulting in a decrease in revenue and expenditure.

However, this has had a minimal impact on the organisation's surplus. The business review undertaken required an honest and transparent approach through all areas of the organisation to position Mambourin for growth and sustainability into the future.

In a sector under pressure, where many providers are struggling to remain viable, Mambourin ended FY 2024/25 with a solid operating surplus of \$1M, representing a 5% surplus.

A decrease in operating revenue on the previous year was largely attributable to management's decision to undertake internal restructures and reinvestment in property. This was offset with tight controls on expenditure, delivering a solid surplus and EBITDA.

Despite facing several setbacks—such as changes in NDIS plan reassessments, lower-than-expected NDIS funding indexation and changes in pricing rules introduced in October 2024—the organisation maintained strong fiscal discipline with a focus on strategic investment and service delivery efficiencies.

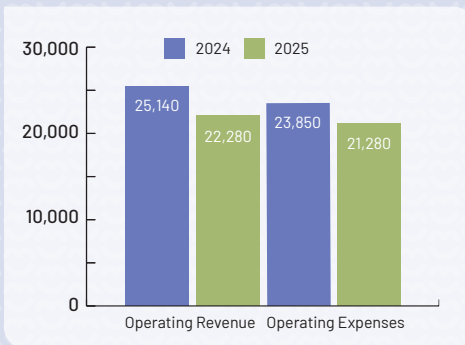
The balance sheet remains strong, with total assets stable at \$21.2M and liabilities reduced by 12% through a renewed focus on reducing debt and employee leave provisions. In addition, further supporting the repositioning of the organisation, reinvestment in our buildings and systems saw capital expenditure of \$1.17M during FY24/25. This supports our objective to improve services for our participants.

Looking forward to the next 12 months, the focus on improving business efficiencies through the program and workforce restructures delivered in FY24/25 is expected to deliver a stronger and more sustainable financial position in FY25/26.

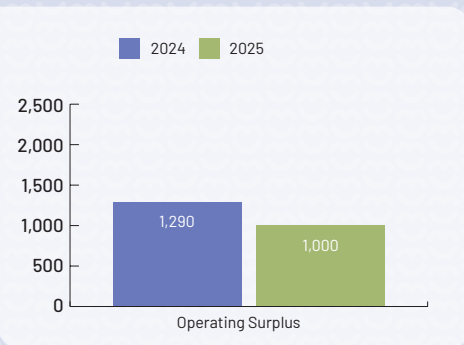


Revenue and expenses

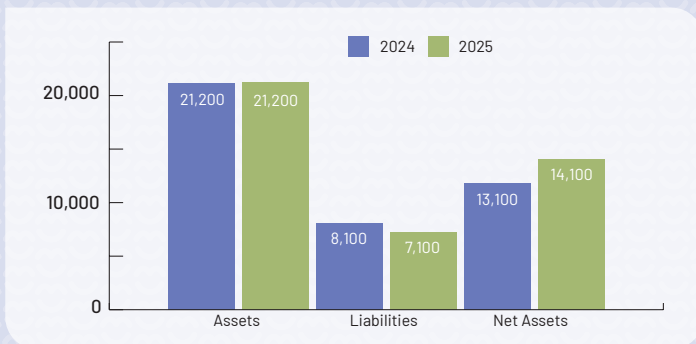
Operating revenue and expenses (\$'000)



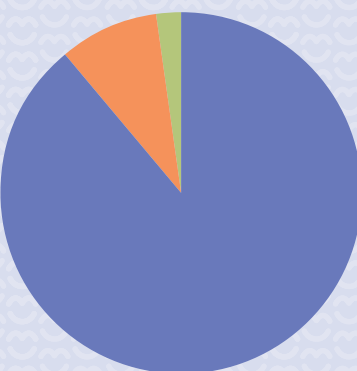
Operating surplus (\$'000)



Abbreviated statement of financial position as at 30 June 2024 - assets and liabilities (\$'000)

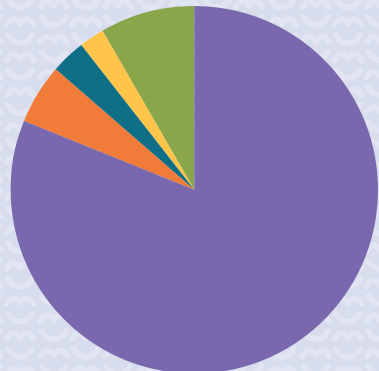


Breakdown of revenue streams 2024/25



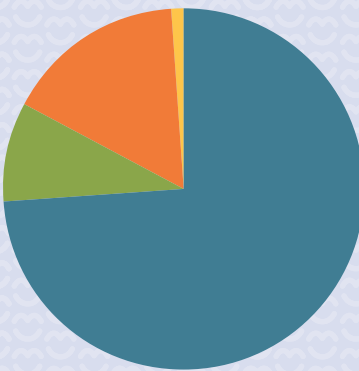
- NDIS Funding 90%
- Commercial Income 8%
- Service Fees 2%

Breakdown of expense categories 2024/25



- Employee Expenses 78%
- Infrastructure 4%
- Depreciation 3%
- Communication/Technology 2%
- Other Expenses 8%

Service Mix



- Hubs 74%
- MBS 16%
- Flexi Choices 9%
- SLES 1%

Financial highlights



Income statement June 2025	FY24/25	FY23/24
Revenue	\$22.2M	\$25.1M
Expenses	\$21.2M	\$23.8M
Surplus	\$1.0M	\$1.3M
EBITDA	\$1.6M	\$2.2M
Surplus% revenue	5%	5%
EBITDA % revenue	7%	9%

Balance sheet	FY24/25	FY23/24
Assets	\$21.2M	\$21.2M
Liabilities	\$7.1M	\$8.1M
Net assets	\$14.1M	\$13.1M

Revenue composition	
NDIA funding	89%
Commercial income	8%
Participant contributions	2%
School Leaver Employment supports (SLES)	1%

Business unit contributions		
Business unit	Participants supported	% of total revenue
Hubs (Social and Community Participation)	396	74%
Flexi Choices	330	9%
MBS (Employment supports)	68	16%
SLES	8	1%

- Assets remain stable at \$21.2M.
- Liabilities are down 12% following debt repayments and leave provision reductions.
- Cash reserves decreased \$200,000 due to reinvestment in property and systems.

This stable financial base positions Mambourin to pursue growth opportunities, manage future policy changes, and reinvest in participant supports.

Factors both positive and negative have materially impacted the results for FY24/25. There have been some significant decisions made to future-proof the organisation for continued growth that will help drive improved financial results in the coming years.



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