




ANNUAL REPORT 2024 - 2025

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Acknowledgement

Murdi Paaki Services Limited acknowledges the Traditional Custodians of the land of the Murdi Paaki region and across Western NSW, and we pay our respects to Elders past and present. We honour and respect their continuing culture and the contribution they make to the life of this region. This land was never ceded. May we work together to build a future grounded in compassion, justice, hope, and reconciliation.

First Nations people are advised that this document may contain images, or names of deceased persons.



Chairperson Report



This has been another year of strong progress for our communities, even in the face of ongoing challenges. As the operational arm of the Murdi Paaki Regional Assembly (MPRA), Murdi Paaki Services Limited (MPSL) continues to deliver on the Assembly's directions, ensuring that the voice of the region is heard, respected, and acted upon.

The Board has remained focused on supporting good governance, strengthening the role of Community Working Parties (CWPs), and ensuring that community priorities are at the heart of our work. From housing and workforce development to youth leadership and governance reform, MPSL has carried forward the decisions of the Assembly and demonstrated the strength of First Nations-led regional governance.

Highlights this year include:

- Supporting the Regional Aboriginal Housing Leadership Assembly (RAHLA) to drive the Murdi Paaki Region Aboriginal Housing Program.
- Delivering programs such as the Asset Preservation Project and Tenant Support and Education Program (TSEP), which have provided direct benefits to families across our region.
- Launching the Aboriginal Workforce Participation Strategy and beginning the roll-out of training pathways that connect our people to real jobs.
- Continuing to back our young leaders, ensuring the next generation is supported to step into governance and decision-making roles.

We acknowledge that challenges remain. Funding has not kept pace with the responsibilities placed on MPSL, and our communities continue to face pressure from inadequate housing, limited services, and ongoing social disadvantage. Despite this, MPSL has delivered outcomes that prove the strength of First Nations-led governance and the determination of our people to lead solutions for our own future.

On behalf of the Board, I thank the Assembly, the CWPs, our partners in government and community, and the staff of MPSL for their commitment and hard work. Together we are showing what can be achieved when decisions are made by and for our communities.

Grace Gordon

MPSL Chairperson and MPRA Independent Chairperson

CEO Report



It is my privilege to present the Chief Executive Officer's Report for MPSL for the 2024–25 reporting year as Acting CEO.

This year has been one of significant challenge and equally significant achievement. As the operational arm of Assembly and secretariat for the Regional Aboriginal Housing Leadership Assembly (RAHLA), MPSL has continued to demonstrate resilience, innovation, and accountability while navigating complex funding arrangements and shifting government priorities.

Strengthening Governance

Governance has remained a central focus. MPSL provided secretariat support our quarterly MPRA meetings and multiple out-of-session forums. These gatherings enabled the 16 Community Working Parties (CWPs) to bring forward their priorities and ensured that community voices shaped regional decision-making.

Under the directive of the Assembly, MPSL supported the development of the Community Governance Strategy, embedding stronger accountability mechanisms, leadership pathways, and monitoring frameworks. We also played a leading role in advocating for an independent, culturally safe Governance and Finance Review, ensuring that evaluation of our structures is led by and for First Nations people.

Workforce Development

The launch of the Murdi Paaki Aboriginal Workforce Participation Strategy marked a major milestone in the region's long-term efforts to strengthen education and employment outcomes. This Strategy sets a clear roadmap to remove barriers to First Nations participation, create sustainable employment pathways, and stimulate local business development.

On the ground, we saw the first cohort of trainees complete Certificate I and II in Construction under the Building Skills for Building Better Futures program in Broken Hill. This program is designed to link training directly to jobs in the Murdi Paaki Regional Aboriginal Housing Program and wider housing pipeline, ensuring our people are not just trained but employed in meaningful, lasting careers.

Housing Outcomes

Housing remains a priority for the Murdi Paaki region as documented in our 2016 Regional Plan, and MPSL has delivered tangible results through RAHLA and our partnerships with the Aboriginal Housing Office (AHO), Homes NSW, and other agencies.

The Asset Preservation Project saw First Nations inspectors conducting condition assessments across social housing properties using the AssetFuture tool, producing accurate scopes and budgets to inform investment planning. This initiative not only secures better housing outcomes but also generates jobs and training opportunities for local people.

The Tenant Support and Education Program (TSEP), employing up to six First Nations staff estimated to support approximately 900 tenants across the region. This program ensures that families have the advocacy, education, and support they need to sustain tenancies and improve housing stability.

Despite progress, systemic challenges persist. Inconsistent co-design processes, delayed signoffs under Accord Mark II, and underinvestment in new housing stock have slowed the pace of reform. MPSL continues to advocate strongly for urgent action and First Nations-led solutions to housing need.

Youth Leadership

Succession planning remains critical to the sustainability of our governance. This year, MPRA endorsed the restructure of the Murdi Paaki Young & Emerging Leaders program, with MPSL providing the necessary coordination and support.

In partnership with the University of New England (UNE), we commenced the design of a Youth Empowerment Strategy, giving young leaders structured opportunities to engage with CWPs, regional governance bodies, and training pathways. While sustaining engagement continues to be a challenge, these steps demonstrate our commitment to building the next generation of First Nations leaders for the Murdi Paaki region.

Looking Forward

The year ahead will require continued resilience. MPSL faces ongoing funding pressures, including reliance on short-term program allocations, and the need to secure stable investment for long-term delivery. At the same time, our communities cannot afford further delays. Housing shortages, workforce barriers, and governance gaps remain urgent issues.

MPSL will continue to advocate for First Nations-led design, transparent partnership with government, and sustainable funding models that reflect the scale of community priorities. We remain committed to delivering practical outcomes while upholding the authority of the MPRA and ensuring that First Nations voices remain at the centre of decision-making.

On behalf of the Board and staff of MPSL, I extend my gratitude to the MPRA, RAHLA members, CWPs, and our many partners who continue to walk alongside us in this important work.

Haylee Rogers
Acting Chief Executive Officer

Board of Directors

Our Board provides governance, oversight, and leadership for the organisation. As MPSL is wholly owned by the Regional Assembly, the Board is made up of Assembly members who carry the responsibility of ensuring that MPSL remains accountable to the communities it serves.

The Board's role includes:

- Setting the strategic direction of MPSL in line with the priorities of the MPRA.
- Overseeing the delivery of programs, services, and projects on behalf of the Assembly and its 16 Community Working Parties (CWPs).
- Ensuring compliance with legal, financial, and regulatory obligations.
- Approving and monitoring budgets, funding agreements, and major contracts.
- Supporting the Assembly Chairperson and Acting CEO to advocate for community-led solutions with government and other partners.
- Safeguarding the values of cultural integrity, accountability, and self-determination in all of MPSL's work.

The Board plays a vital role in making sure MPSL is not just an administrative body, but a strong, credible, and community-mandated organisation that carries the authority of the Assembly into its dealings with governments, funders, and stakeholders.

Board Profiles



Grace Gordon (Chairperson)

Grace Gordon is a respected Ngemba Elder and lifelong advocate for Aboriginal rights, self-determination, and community empowerment. Based in Brewarrina, she has more than 30 years' experience in leadership, governance, and service delivery across health, education, and social services. Grace chairs both the MPRA and MPSL and has held numerous senior roles, including CEO of the Brewarrina Aboriginal Health Service and Manager of Ourgunya Women's Safehouse.

She serves on multiple boards and advisory groups, including RAHLA, the Many Rivers MOU, the Ngemba National Elders Indigenous Corporation, and several university advisory groups. Grace holds a Bachelor of Social Science (Welfare Studies) and a Certificate IV in Business (Governance). Guided by cultural strength and compassion, she remains a powerful advocate for social justice and the wellbeing of First Nations women and children.



Pam Handy (Deputy Chairperson)

Pam Handy is a proud Aboriginal woman with lifelong connections across the Murdi Paaki region. Born in Brewarrina and raised across Western NSW, she has devoted her life to education, empowerment, and community advocacy. Pam and her mother were among the first Aboriginal mother-daughter duos to graduate from the University of Technology Sydney.

As Deputy Chairperson of MPSL and Chairperson of the Wentworth/Dareton Community Working Party, Pam brings strong community insight and leadership. She also serves on the MPRA, RAHLA, Regional NSW Water Advisory Committee, and several regional and state-level bodies focused on housing, infrastructure, and education. Pam's leadership reflects deep cultural knowledge, intergenerational strength, and a commitment to Aboriginal self-determination.

Allan Cobb (Director)

Born in Brewarrina and based in Lightning Ridge, Allan Cobb is a highly respected leader with a lifelong commitment to Aboriginal governance and community development. A founding Director of MPSL, he has served as Chairperson of the Lightning Ridge Local Aboriginal Land Council, the North West Land Trust, and the Walanbaa Dhurrali Aboriginal Integrated Child and Family Centre.

Allan has also led the Lightning Ridge Community Working Party since its inception and has long represented his community within the MPRA. With extensive experience across housing, education, sport, and regional health, Allan continues to advocate for strong governance, self-determination, and cultural integrity throughout the Murdi Paaki region.





Denise Hampton (Director)

Denise is a proud Ngiyampaa and Barkintji woman from Broken Hill with over 35 years of experience in Aboriginal health. A strong advocate for culturally safe, community-led care, she chairs the Broken Hill Community Working Party and is an active member of the Wanggaaypuwan Local Aboriginal Land Council.

Denise also serves on the Board of Maari Ma Health Aboriginal Corporation and was elected to the MPSL Board in 2024. She brings deep expertise in health policy, governance, and community engagement, supporting stronger regional collaboration and improved outcomes for Aboriginal communities across Western NSW.

Anthony Knight (Director)

Anthony Knight is a proud Barkindji/Kunja man from Bourke who has lived in Weilmoringle for more than 30 years. A dedicated advocate for regional development and local empowerment, Anthony has chaired the Weilmoringle Community Working Party and served as an MPRA delegate for over a decade.

As Chairperson of the Weilmoringle Local Aboriginal Land Council and Director of the North West Land Trust, he continues to strengthen community governance and collaboration through RAHLA and other regional bodies. Anthony's leadership is guided by family legacy, cultural integrity, and a commitment to improving opportunities for Aboriginal people across the Murdi Paaki region.



Carl Mason (Director)

Carl Mason, born in Collarenebri, has dedicated his life to community service and leadership across the Walgett Shire. After early careers in the racing and fishing industries, he returned home to work with Country Energy and later with the Walgett Shire Council.

As Chairperson of the Collarenebri Community Working Party, Carl has championed local development and community projects. Appointed to the MPSL Board in 2025, he continues to apply his deep local knowledge and strong community focus. Carl currently works at Collarenebri Central School, reflecting his commitment to supporting young people and families in his community.



Murdi Paaki Services Limited

What Does MPSL Do?

Murdi Paaki Services Limited (MPSL) exists to serve the MPRA. The Assembly is the decision-making body, our Boss and MPSL is the organisation that takes their direction and makes it happen.

Because the MPRA is an unincorporated body, it cannot directly enter into contracts with governments or other agencies. This is where MPSL steps in, established as the administrative arm of the Assembly, MPSL provides the legal, financial, and administrative capacity to ensure that Assembly decisions can be actioned. MPSL is wholly owned by the MPRA and governed by a Board made up of Assembly members. We are the Assembly's operating arm, the means by which the MPRA can enter into legally binding agreements, secures and manages funding, and receives executive support for its business via MPSL.

Over the past 12 months, MPSL has had the privilege of supporting the Assembly and its 16 Community Working Parties (CWPs) in turning community voices into action. Without MPSL, the Assembly's priorities could not be carried into government negotiations, program design, or service delivery.

Putting Assembly Decisions into Action

MPSL's role is wide-reaching and essential. We:

- Drive regional change – advancing the Assembly's political, cultural, economic, and social priorities.
- Strengthen community governance – running meetings, maintaining records, developing tools like the Community Governance Strategy, and ensuring CWPs are resourced to have their say.
- Support housing reform – coordinating the Remote Housing Strategy and the Murdi Paaki Regional Aboriginal Housing Program through RAHLA, managing the Asset Preservation Project, and delivering the Tenant Support and Education Program.
- Grow workforce and training – putting the Aboriginal Workforce Participation Strategy into practice, designing programs, linking them to jobs, and building career pathways for First Nations people.
- Back youth leadership – supporting the Young & Emerging Leaders program and co-designing the Youth Empowerment Strategy with partners like UNE.
- Provide policy leadership – fostering relationships with all tiers of government and ensuring First Nations knowledge shapes service planning, design and delivery.
- Manage funding and contracts – applying for, negotiating, and auspicing funding on behalf of the Assembly, including grants of regional and community significance.
- Undertake research and evidence-building – producing regional policy documents, conducting social and economic research, and building the evidence base for First Nations-led decision-making.
- Coordinate and align efforts – pulling together disconnected projects and aligning them with the Regional Plan so every effort adds value to community aspirations.

The Challenge of Funding

While MPSL is tasked with delivering this wide agenda, the resources do not match the responsibility. Governments often expect us to lead major reforms in housing, workforce, and governance, but do not provide enough funding to properly support Community Action Plans (CAPs) or CWP priorities. The Assembly sets the agenda, and MPSL stretches every dollar to deliver but the scale of community need far outweighs what we are funded to do.

Why We Matter

MPSL’s role is not about replacing community voices, it is about making sure those voices are respected, resourced, and carried into government action. The Assembly leads; MPSL delivers. This partnership is what gives the Murdi Paaki region its strength. Without MPSL, the Assembly would not have the organisational backbone to make its decisions stick, and governments would not have a credible, community-mandated partner to work with.

That is why MPSL matters because we ensure the Murdi Paaki Assembly’s authority is respected, their priorities are actioned, and their communities’ voices are always at the heart of what we do.

Highlights from the Past 12 Months

Even with limited resources, MPSL has continued to deliver outcomes that matter for communities across the Murdi Paaki region. Key highlights from the past 12 months include:

Governance & Community Voice	<ul style="list-style-type: none"> • Provided secretariat support for quarterly Assembly meeting and multiple out of session meetings and workshops. • Delivered the new Community Governance Strategy, endorsed by the Assembly to strengthen accountability and leadership. • Supported 16 Community Working Parties (CWPs) to update and progress their Community Action Plans (CAPs).
Housing	<ul style="list-style-type: none"> • Rolled out the Asset Preservation Project, with First Nations inspectors trained to assess housing conditions and produce detailed scopes and costings. • Delivered the Tenant Support and Education Program (TSEP). • Progressed the Murdi Paaki Aboriginal Housing Strategy through RAHLA, including advocating for more housing supply and culturally appropriate tenancy policies.
Workforce & Training	<ul style="list-style-type: none"> • Launched the Murdi Paaki Aboriginal Workforce Participation Strategy, setting a region-wide roadmap for jobs and training. • Supported the first cohort of trainees in the Building Skills for Building Better Futures program, with 15 participants completing Certificate I and II in Construction at Broken Hill. • Partnered with TAFE NSW, industry, and University of New England (UNE) to establish stronger pathways into apprenticeships and careers.
Youth & Leadership	<ul style="list-style-type: none"> • Revamped the Murdi Paaki Young & Emerging Leaders program, endorsed by MPRA to strengthen youth involvement in governance. • Partnered with the University of New England to begin development of a Youth Empowerment Strategy, providing structured mentoring and leadership pathways.
Policy & Advocacy	<ul style="list-style-type: none"> • Led community-led submissions on the NSW Homelessness Strategy 2025–2035, calling for urgent First Nations housing reform and investment. • Advocated for an independent, culturally safe Governance and Finance Review, ensuring First Nations voices shape how governance is evaluated. • Strengthened partnerships with NSW Government agencies, NIAA, and universities to ensure regional voices are front and centre.

Murdi Paaki Regional Assembly

Our Role and Purpose

The Assembly’s role is to identify priorities, make decisions at the regional level, and advocate for First Nations-led solutions across key areas such as housing, workforce development, governance, health, and education. Through MPSL, the Assembly has the operational support and corporate capacity to turn those decisions into real outcomes.

MPRA’s authority is built on its members, Community Working Parties who represent their communities with integrity, and who come together to advance the wellbeing of First Nations people across Western NSW.



The Murdi Paaki Region

Strengthening Good Governance

In July 2024, the MPRA reaffirmed its commitment to strong, transparent and accountable governance by reviewing and endorsing an updated suite of governance documents. These include the MPRA Governance Charter, Engagement Protocols, Code of Conduct, Conflict of Interest Policy and Procedure, Feedback and Complaints Policy, Travel Policy and Communications Strategy.

These frameworks collectively strengthen MPRA’s position as a model of First Nations led governance. They ensure that Assembly members act with integrity, respect and accountability,

uphold community confidence and maintain transparency in all decision making. Together, they form the foundation for good governance across the Murdi Paaki Region - a region where self-determination is not only a principle but a daily practice.

MPSL supported this process by providing policy coordination, secretariat and compliance oversight. MPSL continues to ensure that MPRA has the systems, procedures and reporting structures needed to meet high standards of corporate and community accountability.

Murdi Paaki Regional Assembly Meetings and Governance

Throughout 2024–25, the MPRA continued to demonstrate strong governance and accountability, meeting regularly to progress key priorities and uphold compliance with the Murdi Paaki Regional Assembly Governance Handbook.

Over the reporting period, the Assembly held five formal Regional Assembly Meetings and several out-of-session discussions to respond to emerging issues. These meetings provided a platform for CWP's to report on local priorities, for government partners to engage directly with the Assembly, and for MPSL to deliver operational updates and strategic advice.

Key achievements included:

- Endorsement of major governance reforms, including the revised Charter of Governance, Code of Conduct, Conflict of Interest Policy, Engagement Protocols, and Feedback and Complaints Policy.
- Approval of key regional strategies such as the Aboriginal Workforce Participation Strategy, the RAHLA Training Strategy, and the Murdi Paaki Community Governance Strategy.
- Progress on co-design initiatives, including the Bourke Staying in Community Leaving Violence (SiCLV) pilot, Targeted Early Intervention (TEI) Aboriginal Co-Commissioning Partnership, and the Accord Mark II Schedules.
- Strengthened partnerships with agencies such as DCJ, AHO, Homes NSW, NSW Treasury, NSW Health, TAFE NSW, and the UNE, advancing joint work on housing, workforce, and youth empowerment.

Meeting Highlights

- July 2024: Endorsed key governance policies, reviewed the Young Leaders Program, and advanced the Health and Economic Development Schedule.
- September 2024: Received CWP updates, endorsed the RAHLA Training Strategy, and met with DCJ regarding regional service coordination.
- December 2024: Considered the Governance Review process, met with the Centre for Indigenous Policy Research (CIPR) on the RAHLA evaluation, and endorsed the TEI partnership framework.
- February 2025: Approved the Broken Hill Transitional House (Wiimpatja Marli Yapara), advanced the Bourke SiCLV pilot, relaunched the Young & Emerging Leaders Program, and discussed ongoing challenges with AANSW engagement.
- April 2025: Held a governance and capacity-building workshop in Cobar, endorsed the MPRA Community Governance Strategy, and approved the TEI Co-Commissioning Agreement.
- June 2025: Reviewed progress on RAHLA and housing initiatives, signed the Statement of Intent with the UNE, and reaffirmed commitment to an independent Governance and Finance Review.

The Assembly's ongoing commitment to good governance, transparency, and accountability continued to strengthen confidence in its decision-making and leadership. Despite challenges with government coordination and funding uncertainty, the MPRA remained a respected voice for First Nations communities across the Murdi Paaki Region.

Its partnership with MPSL ensured consistent coordination, timely reporting, and adherence to governance standards, reinforcing the Assembly's reputation as one of the most enduring and effective First Nations governance models in NSW.



Community Engagement

During the year, MPSL continued its commitment to on-the-ground community engagement across the Murdi Paaki region. Following feedback from the Assembly MPRA, Community Working Parties and recommendations from the CAEPR report, MPSL prioritised visiting each community to explain the structure and roles of CWPs, the Assembly, MPSL and the Regional Aboriginal Housing Leadership Assembly (RAHLA).

These sessions gave communities the opportunity to provide feedback, ask questions and strengthen their understanding of how their local voices shape regional priorities and government partnerships. Since June 2024, MPSL met with CWPs in Wentworth/Dareton, Coonamble, Weilmoringle, Collarenebri, Goodooga, Lightning Ridge, Gulargambone, Bourke, Enngonia and Wilcannia, among others. Communities consistently asked for these engagement sessions to continue as a regular part of the MPRA calendar, recognising the value of face-to-face discussion and transparency.

MPSL also supported CWPs in participating in Aboriginal Housing Office (AHO) engagement sessions, ensuring community priorities were clearly heard in state-level planning. The team provided guidance to CWP Chairpersons, helped address local barriers such as Sorry Business and meeting logistics, and supported communities to finalise or update their Community Action Plans. A community priority tracker and CWP action list were also developed to improve accountability and help the Assembly monitor progress across the region.

This engagement resulted in stronger relationships between communities, MPSL and the Assembly. Local leaders reported feeling better informed and more confident about their roles within the governance structure. Communities gained a clearer understanding of how their

decisions influence regional planning and service delivery, and MPSL gained valuable insights to refine how it supports local priorities.

The renewed engagement also helped to rebuild trust following years of government-led disruption to local governance arrangements. By returning to communities, listening directly and acting on feedback, MPSL reinforced the principle that genuine change begins at the community level — with local voices leading regional action.



Funding Redesign and Community Governance Strategy

Towards the end of this financial year, MPRA and MPSL undertook a review of the regional governance and funding model that has supported the Murdi Paaki Region for more than three decades.

MPSL, as the operational arm of the Assembly, led this work in close collaboration with the Assembly and CWP. Together, they developed a revised funding and governance model, which the Assembly formally endorsed in April 2025. This model strengthens the role of CWPs while maintaining the regional coordination and strategic capacity of MPSL that enables consistent planning, accountability and evidence-based decision making across the region.

The Murdi Paaki Community Governance Strategy, completed in March 2025, provides the foundation for this work. It reaffirms 35 years of continuous First Nations led governance in the region, from the former ATSIC Regional Councils through to today's Assembly, and sets a clear direction for strengthening local leadership, ensuring transparency and embedding evidence-based engagement with governments and service providers.

As the funding landscape continues to shift, the Assembly has recognised the need to re-examine the current arrangements to ensure the ongoing sustainability of its governance model. Towards the end of the reporting year, the Assembly began exploring broader options for regional governance reform to ensure that existing structures, partnerships and funding models remain fit for purpose.

In 2025–26, the MPRA and MPSL will continue to advocate for long term funding that sustains the delivery of governance, coordination and community development functions across the Murdi Paaki Region. Ongoing investment is essential to ensure that the Assembly and its operational arm can continue to deliver accountable, culturally informed and community led governance for generations to come.

Community Action Plans

Throughout the year, MPSL continued to work closely with Working Parties to finalise, review and update their Community Action Plans. These plans capture each community’s priorities and form the foundation of the Assembly’s advocacy and regional planning.

In December, the MPRA passed a motion asking each CWP to identify two current or emerging priorities to help guide coordinated action and track progress across the region. To support this, MPSL developed a monitoring tool and priority tracker to strengthen accountability and align local actions with regional strategies.

This work ensured that all community’s priorities were documented, visible and ready to guide future funding and advocacy. CAPs have become stronger, more accessible tools for communities, helping CWP Chairpersons engage with service providers and government agencies on shared issues.

By updating CAPs annually, MPSL and the Assembly strengthened local ownership and accountability — ensuring that each community’s aspirations remain central to regional planning and decision making.

Murdi Paaki Young and Emerging Leaders

During the year, the Assembly continued work to strengthen the Murdi Paaki Young and Emerging Leaders program to ensure it reflected the needs and aspirations of young people across the region. In September, members reviewed an updated Terms of Reference and took it back to their Community Working Parties for local discussion before formal endorsement at a future meeting.

MPSL met with other Regional Alliances to learn from their experience in developing and supporting young leaders. Most Alliances reported having one young leader per community, with local Chairpersons responsible for travel and accommodation where the young leader was under 18. MPSL also met with Barang Regional Alliance to better understand their approach and confirmed that the Murdi Paaki program required a deeper redesign focused on meaningful outcomes and long-term succession planning.

The Secretariat updated the Terms of Reference for further consideration. With Assembly endorsement, MPSL planned to engage students from the University of New England to assist in co-designing a Murdi Paaki Youth Empowerment Strategy linking leadership, education and employment pathways for the region’s next generation of leaders.



Murdi Paaki Accord Mark II

The Murdi Paaki Accord Mark II outlines the partnership between the MPRA and the NSW Government under the principles of Local Decision Making (LDM). It provides a framework for

shared responsibility and First Nations led decision making across key areas such as housing, education, health, employment and governance.

All Accord Mark II Schedules and Implementation Plans were submitted by MPSL to Aboriginal Affairs NSW on 15 November 2024 for consideration at the Executive Sponsors meeting on 20 November 2024. However, as of the last Assembly meeting, the documents had not been reviewed or signed off. Sign off was expected to occur out of session or at the February 2025 meeting, but no update has been received.

Following continued delays, MPSL formally followed up with Aboriginal Affairs NSW on 24 January 2025 and, when no response was received, escalated the documents directly to Department Secretaries on 5 June 2025.

The Assembly and MPSL remain frustrated by the ongoing lack of government action. The Murdi Paaki region has completed its work and demonstrated strong governance, while the NSW Government has yet to deliver on its part of the agreement.

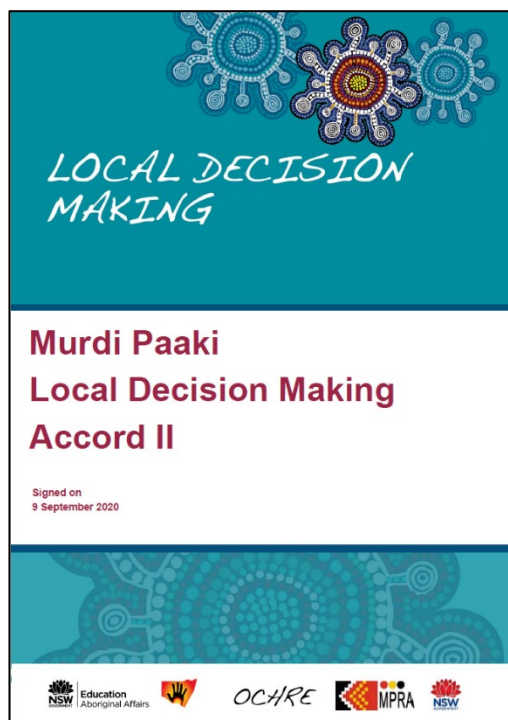
There is cautious optimism following recent commitments from NSW Health and Education representatives to meet with the Assembly to discuss implementation. The MPRA continues to call for genuine partnership and accountability so that the intent of the Accord, transferring decision making to First Nations communities, is finally realised.

“The Murdi Paaki region has upheld its commitments under Accord Mark II. It is time for government to do the same.”

Partnership with the University of New England

The MPRA have built one of the most innovative and respected university partnerships in regional Australia through their collaboration with UNE, formalised under a Statement of Intent signed in 2025, the partnership represents a genuine commitment to First Nations led research, learning and leadership. It is not a token relationship, but a model built on trust, integrity and shared purpose.

What makes this partnership different is simple. The university does not lead, community does. The Assembly sets the priorities, MPSL coordinates the delivery, and UNE brings the technical expertise to make ideas real. Together they are reshaping how regional universities work with First Nations communities through co design, on country learning and outcomes that directly benefit Murdi Paaki people and places.



Major Collaborative Projects

Murdi Paaki Youth Empowerment Strategy	<p>Developed in partnership with the UNE SMART Region Incubator (SRI), this project gives young people across the Murdi Paaki Region a genuine platform to influence decisions about their future. Through workshops, school engagement and youth innovation challenges held in communities such as Collarenebri, Walgett and Cobar, young people have been designing their own solutions to local challenges. The strategy is now being finalised to guide future investment in youth leadership, training and employment, all led by community and supported by UNE’s research and facilitation expertise.</p>
Community Planning in Practice (GEPL492 Program)	<p>Through UNE’s Urban and Regional Planning School, final year students partnered directly with MPSL and Working Parties to work on real regional issues. In 2024, students focused on Lightning Ridge, developing local planning frameworks, community engagement models and draft memorandums of understanding that align with the Murdi Paaki Regional Plan. The experience has been transformative for both students and communities. Students gained practical learning grounded in First Nations governance, while communities received professional planning insights and tools to progress local priorities.</p>
Education, Research and Workforce Development	<p>The partnership is also creating new pathways for education and employment. MPSL and UNE are working together to support First Nations students to study on country, expand the TRACKS tertiary preparation program, and establish mentoring networks for emerging First Nations leaders. Plans are also underway for ongoing collaboration in research, governance and community planning that will highlight First Nations led regional development to the rest of Australia.</p>

Why This Partnership Matters

The MPRA and UNE partnership is now recognised as a national model for community and university collaboration. It is grounded in respect and driven by shared ambition to build the capacity, confidence and careers of First Nations people across the Murdi Paaki Region. It demonstrates that when First Nations governance leads and universities follow, the results are stronger, smarter and far more sustainable.

UNE has described this relationship as one of its most impactful regional partnerships, and MPSL has become a blueprint for how community governance and higher education can work together. This partnership does not just build programs, it builds people.

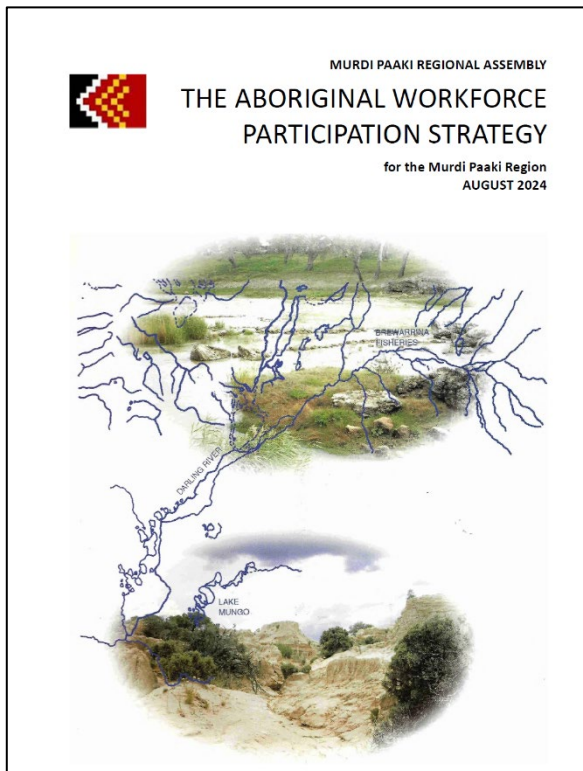
The Murdi Paaki Region is showing what true collaboration looks like, with universities learning from community and community shaping the future of education, research and leadership across regional New South Wales.

In 2025–26, MPRA, MPSL and UNE will continue to strengthen this partnership through on country learning exchanges, leadership development and joint research into regional self-determination. This next phase will focus on embedding education and training pathways across the region so that young people can study, work and lead without leaving country.



Aboriginal Workforce Participation Strategy

The MPRA with MPSL support, have led the development of the Aboriginal Workforce Participation Strategy for the Murdi Paaki Region. This landmark Strategy provides a regional blueprint to address long standing barriers in education, training and employment across Western New South Wales.



For too long, the labour market in the Murdi Paaki Region has been thin and disconnected from community aspirations. Since the end of programs such as CDEP, local people have had limited influence over how employment and training are planned or delivered. The result has been fewer opportunities, a reliance on short term programs, and a loss of local capacity to grow the next generation of First Nations leaders and skilled workers.

The Strategy directly responds to these challenges. It sets out a new model that rebuilds community organisation, strengthens local capabilities, and creates meaningful participation in the regional economy. It calls for genuine partnership with government and industry to invest in education, training, and First Nations enterprise creation.

Under the direction of the Assembly, MPSL coordinated a region wide consultation process that brought together Community Working Parties, education providers and government partners. The Strategy focuses on six key themes: community engagement and leadership, education pathways, economic partnerships, shared data and evidence, rebuilding First Nations organisations, and meaningful economic participation.

MPSL's Role

As the operational arm of the Assembly, MPSL provided the coordination, evidence and technical capacity needed to turn the Strategy from a vision into a plan for action. MPSL led the policy development, drafted the implementation framework, and presented the Strategy to government and regional stakeholders at the Cobar Symposium in February 2025.

Through this process, MPSL has demonstrated that community led design produces stronger and more relevant solutions. The Strategy now forms the foundation for a future regional labour market model that supports Closing the Gap targets and enables First Nations people to build long term, meaningful careers across the Murdi Paaki Region.

The Assembly's Chairperson, Grace Gordon, has made clear that governments must respond with investment and commitment. The Strategy shows that the solutions already exist within community. What is needed now is structural reform, sustained resources and trust in First Nations governance.

In 2025–26, the MPRA will move from planning to implementation of the Aboriginal Workforce Participation Strategy. The focus will be on turning the region's shared vision into practical, measurable outcomes that create real jobs for First Nations people across Western New South Wales.

Key priorities for the coming year include:

- Establishing the Aboriginal Workforce Participation Strategy Working Group, with representation from the Assembly, government, training providers and industry to oversee implementation and coordination.
- Developing community-based workforce plans in partnership with each Community Working Party, ensuring that training and employment pathways align with local aspirations and economic opportunities.
- Strengthening partnerships with training and education providers such as TAFE NSW, the UNE and regional Group Training Organisations to link accredited training with real employment outcomes.
- Advocating for long term funding to support the Strategy's implementation, including resources for coordination, local workforce projects and monitoring of results.
- Delivering pilot projects that connect the Strategy with other regional initiatives such as the Murdi Paaki Aboriginal Housing Program, RAHLA and local infrastructure projects to build a sustainable regional workforce pipeline.

These next steps reflect the Assembly’s determination to shift from consultation to action, ensuring that First Nations people are not just participants in the regional economy but partners in shaping and leading it.



MPRA Symposium – February 2025

NSW Homelessness Strategy Submission

In February 2025, the MPRA, supported by MPSL, lodged a comprehensive submission to the NSW Government in response to the Draft NSW Homelessness Strategy 2025–2035.

The submission commended the Strategy’s intent to make homelessness rare, brief and not repeated, but called out the lack of structural reform and cultural understanding needed to make that vision real. It emphasised that homelessness among First Nations people is not an individual failure but a consequence of decades of systemic underinvestment in social housing, inflexible tenancy rules and policies that disregard First Nations kinship systems and community obligations.

MPRA urged government to prioritise supply of social housing, not just service reform, identifying an immediate need for 500 new First Nations social housing dwellings and 90–100 crisis units across the Murdi Paaki Region. The submission also called for tenancy policy reform to recognise cultural living arrangements, stronger commissioning of First Nations community-controlled organisations, and transparent evaluation mechanisms involving MPRA in oversight and governance roles.

The Assembly made it clear that without structural reform, homelessness will remain a symptom of deeper policy failure. MPSL will continue to support MPRA in advocating for housing investment and system redesign that respects First Nations leadership, culture and decision making, ensuring communities have access to safe, stable and culturally appropriate housing across the Murdi Paaki Region.

NSW Treasury – First Nations Investment Framework

In June 2025, representatives from the NSW Treasury’s First Nations Economic Wellbeing team visited the Murdi Paaki Region to present the First Nations Investment Framework (FNIF) and to engage directly with the Murdi Paaki Regional Assembly (MPRA) and Murdi Paaki Services Limited (MPSL). The visit marked the first time Treasury had met on-country with a regional First

Nations governance body to discuss how the Framework could inform future funding, accountability and investment decisions.

The FNIF is a whole-of-government tool that aims to transform how public investment in First Nations communities is designed, delivered and measured. It places First Nations self-determination, shared decision making and cultural wellbeing at the centre of government budgeting and evaluation. Its goal is to ensure that value is defined not only by economic returns, but by strengthened culture, healthier communities and improved social outcomes. MPRA and MPSL shared the region's long history of First Nations governance and partnership models such as Local Decision Making, the Regional Aboriginal Housing Leadership Assembly and the Murdi Paaki Housing and Environmental Health Plan. Treasury acknowledged that the Murdi Paaki model already demonstrates many of the Framework's principles in practice — accountability, regional coordination and First Nations led design.

Following the visit, MPSL and Treasury agreed to continue working together to explore how the Framework can be applied in practice through the Murdi Paaki Region. Key next steps include:

- Contributing regional case studies and data to help Treasury test and refine the Framework's investment measures.
- Establishing a working relationship between Treasury and MPSL to trial the Framework through existing programs such as the Murdi Paaki Regional Housing and Environmental Health Plan and the Aboriginal Workforce Participation Strategy.
- Advocating for Treasury to use the Framework to guide future funding models that recognise the long-term value of First Nations governance and community led outcomes.
- Developing a regional economic profile to capture the full social, cultural and financial return on investment generated by MPRA and MPSL initiatives.

Through these next steps, MPSL aims to ensure that the Framework not only informs state policy but also drives practical reform — creating a fair, evidence based and culturally grounded approach to how First Nations regional governance is funded and evaluated.

Staying Home Leaving Violence – Bourke SiCLV Pilot

During 2024–25, the Murdi Paaki Regional Assembly (MPRA), supported by Murdi Paaki Services Limited (MPSL), partnered with the NSW Department of Communities and Justice (DCJ) to co-design a culturally safe model for the Staying Home Leaving Violence (SHLV) program. The program aims to support women and children to remain safely in their homes, or in a home of their choice, after leaving a violent relationship. It provides intensive, long-term, and needs-based case management, integrated with key local agencies including housing providers, health services, police, court services and community organisations.

The MPRA's involvement ensured the design reflected community values, local needs, and the lived experiences of First Nations families in remote areas. The co-design process, led by MPSL, was guided by the Bourke Community Working Party (CWP) and received strong support from community stakeholders. The final model was endorsed by the Assembly in March 2025 and submitted to DCJ in April, with the Independent Chairperson presenting it to the Bourke community in July.

Following endorsement, MPSL worked closely with the Bourke CWP Chairperson and DCJ to establish a community-led Working Group to oversee the pilot's implementation. Formed through an open Expression of Interest process, the group brought together representatives

from community organisations and service providers. The first meeting was held in June 2025, with DCJ attending to outline roles, responsibilities, and next steps.

This project marked a significant step towards embedding First Nations-led design and delivery in domestic and family violence services. It demonstrated how partnership between government and First Nations governance structures can result in stronger, safer, and more culturally appropriate responses to family violence.

MPSL's facilitation ensured that the community's voice shaped every stage of the process, from governance design to service delivery planning. The pilot will inform future rollouts of First Nations-led SHLV services across regional and remote NSW, ensuring that community control remains at the heart of safety and wellbeing for First Nations women and children.

Targeted Early Intervention (TEI) Aboriginal Co-Commissioning Partnership

In December 2024, the Murdi Paaki Regional Assembly (MPRA), supported by Murdi Paaki Services Limited (MPSL), participated in a Department of Communities and Justice (DCJ) roundtable to explore how First Nations-led commissioning could reshape service delivery across NSW. The discussion centred on the Targeted Early Intervention (TEI) Program, which focuses on strengthening families, supporting children, and improving community wellbeing through early and tailored support.

The roundtable brought together senior DCJ representatives, including Brad Wotton, Anthony Shannon and Sophie Holloway, along with Assembly delegates led by Chairperson Grace Gordon. Presentations outlined DCJ's Roadmap to First Nations-Led Commissioning and opportunities to embed local decision-making into service funding and design. A workshop session followed, where participants discussed governance arrangements, partnership principles, and the practicalities of shared decision-making between DCJ and Aboriginal Regional Alliances.

This collaboration resulted in a draft TEI Co-Commissioning Partnership Agreement between MPRA and DCJ, which was endorsed by the Assembly in April 2025 following community review. The final agreement formalised a shared commitment to First Nations community-led commissioning across the Murdi Paaki region — ensuring that future funding decisions, data use, and service design reflect the priorities of the Assembly and its communities.

In June 2025, MPSL and the MPRA Chairperson met with DCJ to confirm arrangements for the transfer of funds to MPSL for management under the Assembly's direction. MPSL acts solely on behalf of the Assembly, ensuring that all financial and operational decisions remain under MPRA authority and aligned with its governance principles.

This partnership represents a major milestone in embedding First Nations community-led commissioning within NSW service systems. It demonstrates that when First Nations governance structures such as the MPRA are trusted to lead, programs can be more responsive, accountable, and effective in meeting local needs.

The agreement positions the Murdi Paaki region as a leader in First Nations commissioning and provides a model for other regions seeking to transfer decision-making power to community-based structures grounded in cultural authority and good governance.

Why the Assembly Matters

The Murdi Paaki Regional Assembly is more than a governance model. It is a living expression of First Nations self-determination. It gives structure, authority and legitimacy to community voice. It ensures that government does not decide for First Nations people, but with them.

Through its ownership of Murdi Paaki Services Limited (MPSL), the Assembly's decisions are turned into action. Funding agreements are managed, projects are delivered, and accountability is maintained. Together, the MPRA and MPSL continue to demonstrate that when First Nations people are in control of the decisions that affect their lives, better outcomes follow for everyone.



MPRA Members advocating for First Nations peoples in the Murdi Paaki Region

Regional Aboriginal Housing Leadership Assembly

Program Overview

Over the past year, MPSL has continued to play a critical role in supporting the Regional Aboriginal Housing Leadership Assembly (RAHLA), the governance body driving First Nations housing reform across the Murdi Paaki region.

MPSL provides the Secretariat, coordination, and program management that ensure RAHLA operates effectively and that the Assembly’s decisions on housing are actioned. This includes convening meetings, maintaining the Terms of Reference, managing compliance reporting, and ensuring that all stakeholders - government agencies, Aboriginal Community Housing Providers (ACHPs), Local Aboriginal Land Councils (LALCs), and Community Working Parties (CWPs) have a clear and accountable process for engagement.

Key Achievements in 2024–25

Remote Housing Strategy	MPSL signed the Funding Agreement with the Aboriginal Housing Office (AHO) and is delivering on the Business Case endorsed by government. To working partnership to deliver the Murdi Paaki Regional Aboriginal Housing Program, development of a Remote Housing Strategy and Aboriginal Workforce Training Program.
Governance and Co-Design	MPSL led the review of the RAHLA Terms of Reference, strengthening membership and embedding co-design as the foundation for all housing policy development. We continue to support monthly co-design workshops to ensure First Nations voices are at the centre of housing reform.
Asset Preservation Project	Through our coordination, scoping works have progressed across communities, using the AssetFuture tool to identify urgent housing repairs and build 10-year maintenance forecasts. This work directly links to jobs and training pathways for local First Nations people.
Workforce Development	MPSL initiated the <i>Building Skills for Building Better Futures</i> program, partnering with TAFE NSW and training providers. While early delivery faced challenges with scope and timing, planning is underway for a region-wide apprenticeship and traineeship rollout that will link young people to real jobs in housing maintenance.
Tenant Support and Education Program	MPSL continues to provide on-the-ground housing support, assisting families with applications, transfers, and tenancy issues across the region. Over 150 referrals were supported in the past four months alone.
Transitional Housing	MPSL supported the development of the Wiimpatja Marli Yapara Transitional House in Broken Hill, endorsed by the local CWP, providing safe accommodation for First Nations men exiting custody and at risk of homelessness.
Family Safety	In partnership with DCJ and the Bourke CWP, MPSL co-designed the <i>Staying in Community Leaving Violence</i> pilot program — a community-led model that enables women and children to remain safe in their homes after leaving violent relationships

Transparency, Good Governance, and LDM

MPSL has made transparency and accountability a cornerstone of its role in supporting RAHLA. An independent evaluation of RAHLA is currently being undertaken by the Centre for Indigenous Policy Research (CIPR) at the Australian National University (ANU). This review will be released in 2025 and is examining how well RAHLA aligns with the principles of Local Decision-Making (LDM), and how First Nations-led governance can influence government systems in a fair and accountable way.

By embedding independent evaluation and regular reporting into RAHLA's work, MPSL has ensured that decision-making remains open, transparent, and community-driven building confidence among governments, stakeholders, and communities that First Nations-led governance is not only possible, but effective.

The Challenge Ahead

While RAHLA's achievements are significant, MPSL has repeatedly raised concerns that the level of funding provided falls short of the workload and expectations placed on us. Governments rely on MPSL to coordinate governance, deliver housing reform, and build an First Nations workforce, yet funding for CWP's and Community Action Plans remains insufficient. Despite this, MPSL continues to deliver because the Assembly has made housing reform a regional priority and our role is to make sure that priority is actioned.

Why This Matters

RAHLA demonstrates how First Nations-led governance can shape real reform. MPSL's role ensures the Assembly's authority is respected, their housing priorities are delivered, and the voices of communities are heard in decisions about housing policy, investment, and service delivery.

Water and Sewerage Infrastructure

Access to safe and reliable water remains one of the most critical challenges facing communities across the Murdi Paaki Region. Ageing infrastructure, salinity and poor water quality continue to affect many towns, particularly those relying on bore water.

The MPRA have continued to advocate for investment, reform and stronger accountability to ensure every community has access to clean and affordable water. In 2024–25, MPSL supported the development of a new Water and Sewerage Schedule for inclusion in the Murdi Paaki Accord, recognising water management as an essential part of regional governance and community health.

Murdi Paaki Regional Aboriginal Housing Program

The Murdi Paaki Region Aboriginal Housing Program is the Assembly's blueprint for improving housing outcomes across Western NSW. It was built from the ground up, with the MPRA and its 16 CWP's leading the development of Housing and Environmental Health Plans (HEHPs). These plans provided government with the first comprehensive, community-led evidence base of housing needs in the region clearly setting out the scale of overcrowding, the backlog of repairs, and the urgent demand for new housing supply.

This community-driven work placed the Assembly and CWP's at the centre of decision-making, ensuring that housing reform is not designed in Sydney boardrooms but grounded in the lived experience of families across the region.

Working in Partnership with Government

On the back of the HEHPs, MPSL has worked in close partnership with the NSW Government, particularly the Aboriginal Housing Office (AHO), to turn the Assembly's housing priorities into action. MPSL provides the secretariat, program management, and corporate capacity that make it possible for the Assembly's decisions to be carried through into contracts, funding agreements, and service delivery.

The Program focuses on three major priorities:

- Repairs and Maintenance – reducing the backlog through the Asset Preservation Project, which maps property conditions and develops long-term maintenance schedules.
- Workforce and Training – linking housing works to local jobs through the *Building Skills for Better Futures* program and apprenticeship pathways with TAFE NSW and industry.
- Sustainable Tenancies and Support – delivering the Tenant Support and Education Program (TSEP), which provides hands-on help to families to sustain tenancies, reduce evictions, and advocate for better services.

Through this program, MPSL ensures the Assembly's voice is not only heard but actioned. We make certain that First Nations governance drives housing policy, that government is held accountable to its commitments, and that communities see real outcomes on the ground. This is Local Decision-Making (LDM) in practice: First Nations people identifying their needs, setting their priorities, and driving the solutions with MPSL as the vehicle that carries those decisions into government systems.



Finance

MPSL continues to maintain strong financial accountability and transparency as the operational arm of the Assembly. Over the past year, MPSL has met all compliance obligations with the National Indigenous Australians Agency (NIAA), the Australian Charities and Not-for-profits Commission (ACNC), and the Australian Securities and Investments Commission (ASIC), ensuring that program funds are managed responsibly, audits and reporting are delivered on time, and governance standards are upheld.

While MPSL has successfully secured and auspice a number of grants and continued to demonstrate sound financial management, challenges remain. Government expectations often exceed the level of funding provided, particularly for the delivery of Community Action Plans (CAPs) and other regional priorities. Despite these pressures, MPSL has ensured that all funds are used efficiently and effectively to support the Assembly's work, providing confidence to our partners and accountability to our communities.





Murdi Paaki Services Ltd

FINANCIAL REPORT FOR YEAR ENDED 30th JUNE 2025

Murdi Paaki Services Limited

ABN 55 614 474 118

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Murdi Paaki Services Limited

ABN 55 614 474 118

Directors' Report

For the Year ended 30 June 2025

The directors present their report together with the financial report of Murdi Paaki Services Limited ("the Company"), for the financial year ended 30 June 2025 and the auditor's report thereon.

Directors

The following persons were directors of the Company during the whole of the financial year and up to the date of this report:

- Allan Cobb
- Grace Gordon
- Olive Pam Handy
- Anthony Knight
- Carl Mason (appointed 20 November 2024)
- Denise Hampton (appointed 17 December 2024)

Board meetings

There were 12 Board meetings held during the year. The number of meetings attended by each Board member is as follows:

- | | |
|-------------------|-----|
| - Allan Cobb | 5/6 |
| - Grace Gordon | 6/6 |
| - Olive Pam Handy | 4/6 |
| - Anthony Knight | 6/6 |
| - Carl Mason | 2/4 |
| - Denise Hampton | 3/3 |

There are no Board committees.

Principal Activities

The principal activities of the Company during the financial year were the provision of services targeted towards Aboriginal persons in the Murdi Paaki region in northwestern New South Wales. There were no changes in the nature of the activities during the year.

Review of Operations

The Company recorded a surplus for the year of \$5,911 (2024: \$24,279).

Significant Changes in the State of Affairs

There were no significant changes in the state of affairs of the Company during the year.

Distributions

The Rules of the Company do not allow any distributions to be made to its members and none were made during the financial year (2024: \$nil).

Future Developments

The company is expected to continue to provide operating services to support the activities and interests of the Murdi Paaki Regional Assembly in subsequent financial years subject to the continuation of government grants for its operations.

The expected results of those operations in subsequent years is dependent upon the level of funding from government grants.

Matters Subsequent to the End of the Financial Year

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect:

- (a) the Company's operations in future financial years; or
- (b) the results of those operations in future financial years; or
- (c) the Company's state of affairs in future financial years.

Directors' Benefits

Since the end of the previous financial year, no director has received or become entitled to receive a benefit by reason of a contract made by the company with a director or with a company of which any director is a member or with a company in which any director has any substantial financial interest. Company is not subject to significant environmental regulations.



Grace Gordon
Board Chairman
24 / 10 /2025

Murdi Paaki Services Limited

ABN 55 614 474 118

Auditor's Independence Declaration

**Under Section 60-40 of the Australian Charities and Not For Profits
Commission Act 2012**

To the Members of Murdi Paaki Services Ltd

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 independence requirements 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 review.

Anthony Conolan CPA
Registered Company Auditor226482
AJC Audit Services



Dated: 1 / 10 /2025

Murdi Paaki Services Limited
ABN 55 614 474 118
Statement of Financial Position
As At 30 June 2025

	Notes	2025 \$	2024 \$
CURRENT ASSETS			
Cash	2	3,766,989	3,682,562
Trade and other receivables	3	656,398	25,630
Other current assets	4	21,627	24,847
TOTAL CURRENT ASSETS		<u>4,445,014</u>	<u>3,733,039</u>
NON-CURRENT ASSETS			
Property, plant and equipment	5	234,863	306,531
TOTAL NON-CURRENT ASSETS		<u>234,863</u>	<u>306,531</u>
TOTAL ASSETS		<u>4,679,877</u>	<u>4,039,570</u>
CURRENT LIABILITIES			
Trade and other payables	6	3,670,503	3,034,005
Unexpended surplus		42,228	150,980
Short term provisions	7	295,663	189,013
TOTAL CURRENT LIABILITIES		<u>4,008,394</u>	<u>3,373,998</u>
TOTAL LIABILITIES		<u>4,008,394</u>	<u>3,373,998</u>
NET ASSETS		<u>671,483</u>	<u>665,572</u>
ACCUMULATED SURPLUS			
Accumulated surplus		<u>671,483</u>	<u>665,572</u>
CLOSING ACCUMULATED MEMBERS' FUNDS			
		<u>671,483</u>	<u>665,572</u>

The accompanying notes form an integral part of these financial statements

Murdi Paaki Services Limited
ABN 55 614 474 118
Statement of Comprehensive Income
For The Year ended 30 June 2025

	Notes	2025 \$	2024 \$
REVENUE FROM CONTINUING OPERATIONS			
Grant revenue	8	1,186,165	1,041,496
Other income		123,143	546,829
Bank interest		9,984	12,082
		<hr/>	<hr/>
Total Revenue from Continuing Operations		1,319,292	1,600,407
Less: Expenditure	9	(1,390,052)	(1,576,128)
		<hr/>	<hr/>
Net (Deficit)/Surplus from Operations		(70,760)	24,279
Net gain on disposal of assets		76,671	-
		<hr/>	<hr/>
NET SURPLUS		5,911	24,279
Other comprehensive income		-	-
		<hr/>	<hr/>
Total Comprehensive Income		5,911	24,279

The accompanying notes form an integral part of these financial statements

Murdi Paaki Services Limited
ABN 55 614 474 118
Statement of Changes in Equity
For The Year ended 30 June 2025

	2025	2024
	\$	\$
Accumulated surplus at the beginning of the financial year	665,572	641,293
Impact of adoption of new accounting standards	-	-
Net surplus / (deficit) for the year	5,911	24,279
Other comprehensive income	<u>-</u>	<u>-</u>
ACCUMULATED MEMBERS' FUNDS AT THE END OF THE FINANCIAL YEAR	<u><u>671,483</u></u>	<u><u>665,572</u></u>

The accompanying notes form an integral part of these financial statements

Murdi Paaki Services Limited
ABN 55 614 474 118
Statement of Cash Flows
For The Year ended 30 June 2025

	Notes	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflows / (Outflows)			
Receipts from funding providers and customers <i>(inclusive of GST)</i>		1,310,056	1,858,553
Payments to suppliers and employees <i>(inclusive of GST)</i>		(1,272,400)	(3,829,873)
Interest received		9,984	12,082
Sundry income received		<u>-</u>	<u>-</u>
NET CASH FLOWS (OUTFLOWS) FROM OPERATING ACTIVITIES	11	<u>47,640</u>	<u>(1,959,238)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment	5	(66,032)	(110,630)
Proceeds from sale of financial assets		<u>102,819</u>	<u>-</u>
NET CASH FLOWS FROM INVESTING ACTIVITIES		<u>36,787</u>	<u>(110,630)</u>
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS HELD			
		84,427	(2,069,868)
Cash and cash equivalents at the beginning of the financial year		<u>3,682,562</u>	<u>5,752,430</u>
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	2	<u>3,766,989</u>	<u>3,682,562</u>

The accompanying notes form an integral part of these financial statements

Murdi Paaki Services Limited

ABN 55 614 474 118

Notes To and Forming Part of These Financial Statements

1. Summary of Significant Accounting Policies

The financial statements cover Murdi Paaki Services Limited as an individual company, incorporated and domiciled in Australia. Murdi Paaki Services Limited (the Company) is a company limited by guarantee registered under the Corporations Act 2001 and the Australian Charities and Not-for-profits Commission Act 2012 (the Acts).

(a) Basis of Preparation of Financial Statements

In the directors' opinion, the Company is not a reporting Company because there are no users dependent on general purpose financial reports.

The company is a not-for-profit entity. The directors have determined that the company is not a reporting entity and accordingly, the special purpose financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to companies reporting under the Corporations Act 2001 and Division 60 of the Australian Charities and Not-for-profits Commission Regulations 2013 and the significant policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with those of previous periods unless stated otherwise.

The financial report has been prepared on an accrual basis and under the historical cost convention, except for certain assets, which as noted, have been written down to fair value as a result of impairment. Unless otherwise stated, the accounting policies adopted are consistent with those of the prior year. The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in the relevant notes.

The accounting policies that have been adopted in the preparation of the statements are as follows:

Murdi Paaki Services Limited

ABN 55 614 474 118

Notes To and Forming Part of These Financial Statements

(b) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

Property

Freehold land and buildings are measured on a cost basis.

Plant and Equipment

Plant and equipment is measured on a cost basis less depreciation and impairment losses. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts. Plant and equipment costing less than \$5,000, except computer equipment, is expensed in the year of acquisition.

Depreciation

The depreciable amount of all fixed assets, including buildings and capitalised leased assets, but excluding freehold land, is depreciated on a straight-line basis over their estimated useful lives to the Company commencing from the time asset is held ready for use.

The depreciation rates for each class of depreciable assets are:

Plant and equipment	10%
Motor vehicles	20%

The residual value and useful lives of property, plant and equipment, other than freehold land, are reviewed, and adjusted if appropriate, at each reporting period.

(c) Employee Entitlements

Provisions for employee entitlements at balance date are recognized as they accrue, and it is probable there will be an outflow of funds which can be reliably measured. Contributions are made to employee superannuation funds and are charged as expenses when incurred.

Murdi Paaki Services Limited
ABN 55 614 474 118
Notes To and Forming Part of These Financial Statements

(d) Goods and Services Tax

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 taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the statement of financial position.

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

Murdi Paaki Services Limited

ABN 55 614 474 118

Notes To and Forming Part of These Financial Statements

1. Summary of Significant Accounting Policies (continued)

(e) Income Tax

The Australian Taxation Office recognises that the Company is a public benevolent institution and, as such, is exempt from income tax.

2. Cash

	2025	2024
	\$	\$
MPS - Debit Card	-	345
MPS - Business Saver Account	903,798	1,078,005
MPS – Operating Account	22,774	14,502
RAHLA – Debit Card	4,063	1,757
RAHLA – Online Saver Account	2,822,965	2,586,732
RAHLA – Operating Account	13,389	1,221
	<u>3,766,989</u>	<u>3,682,562</u>

3. Trade and other receivables

	2025	2024
	\$	\$
Trade Debtors	646,010	10,149
Sundry Debtors	10,388	15,481
	<u>656,398</u>	<u>25,630</u>

4. Other current assets

	2025	2024
	\$	\$
Prepayments	21,627	24,847
	<u>21,627</u>	<u>24,847</u>

5. Property, Plant and Equipment

	Freehold land \$	Plant & equipment \$	Total \$
At 30 June 2024			
Cost	84,350	486,674	571,024
Accumulated depreciation	-	(264,493)	(264,493)
Net book value	84,350	222,181	306,531
Year ended 30 June 2025			
Opening net book value	84,350	222,181	306,531
Additions	-	66,032	66,032
Disposals	-	(26,148)	(26,148)
Depreciation charge	-	(111,552)	(111,552)
Closing net book value	84,350	150,513	234,863
At 30 June 2025			
Cost	84,350	450,542	534,892
Accumulated depreciation	-	(300,029)	(300,029)
Net book value	84,350	150,513	234,863

6. Trade and other payables

	2025 \$	2024 \$
Trade Creditors	4,681	25,885
Accruals	159,163	416,895
3 rd Party Funds	3,299,500	2,591,225
GST Control	207,159	-
	3,670,503	3,034,005

7. Short term provisions

	2025 \$	2024 \$
Provision for Annual Leave	256,496	145,536
Superannuation Payable	39,167	43,477
	295,663	189,013

Murdi Paaki Services Limited

ABN 55 614 474 118

Notes To and Forming Part of These Financial Statements

	2025 \$	2024 \$
8. Grant Revenue		
Operational grant - NIAA	1,077,413	1,192,476
Other grants	-	-
	<hr/>	<hr/>
Total grants received	1,077,413	1,192,476
Prior year unexpended grants	150,980	-
Unexpended grants carried forward	(42,228)	(150,980)
	<hr/>	<hr/>
GRANT REVENUE FOR THE YEAR	1,186,165	1,041,496
	<hr/>	<hr/>
9. Expenditure		
Audit fees	13,200	12,000
Auditors – other services	930	850
Community engagement	1,509	129,529
Computer support	26,746	15,827
Consultants' fees	8,917	214,750
Depreciation	111,552	95,709
Directors' meeting expenses	3,572	29,998
Insurance	12,651	11,678
Legal expenses	37,413	54,486
Meeting expenses - Assembly	46,642	70,832
Miscellaneous expenses	3,059	2,045
Motor vehicle expenses	58,078	47,895
Office running costs	20,068	30,287
Postage & stationery	4,487	4,345
Property costs	26,513	25,132
Salaries & wages and on-costs	806,864	730,337
Staff costs	1,732	4,175
Telephone expenses	4,563	9,053
Travel, accommodation & meetings	201,556	87,200
	<hr/>	<hr/>
TOTAL EXPENDITURE	1,390,052	1,576,128
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Murdi Paaki Services Limited

ABN 55 614 474 118

Notes To and Forming Part of These Financial Statements

	2025	2024
	\$	\$
10. Remuneration of Auditors		
(a) Audit services		
Gardiner Hall	13,200	12,000
(b) Non-audit services		
Gardiner Hall	930	850

(b) Cash Flow Information

Reconciliation of net cash flows from operating activities to operating surplus / (deficit)

	2025	2024
	\$	\$
Operating surplus	5,911	24,279
Depreciation	111,552	95,709
Net (profit) / loss on disposal of assets	(76,671)	-
Increase / (decrease) in unexpended grants	(108,049)	150,980
Decrease / (increase) in trade and other debtors	(627,548)	139,181
Increase / (decrease) in trade and other payables	(72,480)	186,461
Increase / (decrease) in Auspice funds held	708,275	(2,553,095)
Increase / (decrease) in provisions	106,650	(2,753)
Net cash flows from operating activities	47,640	(1,959,238)

Murdi Paaki Services Limited

ABN 55 614 474 118

Notes To and Forming Part of These Financial Statements

(c) Company Limited by Guarantee

The Company is limited by guarantee with the liability of the members limited to the amount of \$1 as set out in the Company's Memorandum and Articles of Association.

Membership numbers as at the date of this report were 11

(d) 3rd Party Funds

Of the cash balance of \$3,766,989 as at balance date, \$3,342,431 represents funding received from funding bodies in respect of various programs. These funds are committed for expenditure in accordance with the terms and conditions of the funding agreements.

(e) Economic Dependency

The company is dependent upon grants from various government departments as described in Note 10(f) for its operations. The company operates in the Murdi Paaki region of north-western New South Wales

(f) Auspice Grants

The company receives grant funds from various agencies and departments including Commonwealth National Indigenous Australians Agency (NIAA), NSW Department Communities & Justice (DCJ), NSW Aboriginal Housing Office (AHO), Homes NSW and others. These funds are provided to support the administration and operations of Murdi Paaki Regional Assembly (MPRA) and to facilitate the activities of the Regional Aboriginal Housing Leadership Assembly (RAHLA). The company acts as the financial administrator (banker) for these funds. All decisions concerning the allocation and expenditure of the grant funds made by the MPRA, in line with its governance structures and community-led priorities.

Murdi Paaki Services Limited

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Directors' Declaration

The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

The directors of the company declare that:

1. The financial statements and notes, as set out on pages 10 to 17, are in accordance with the Australian Charities and Not-for-Profits Commission Act 2012 and:
 - a. comply with Australian Accounting Standards; and
 - b. give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the company.
2. In the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the directors dated 24 October 2025.



Grace Gordon
Board Chairman

Dated this 24th day of October 2025

Murdi Paaki Services Limited

ABN 55 614 474 118

Independent Audit Report

Independent Auditors Report to the members of the Murdi Paaki Services Ltd

We have audited the accompanying financial report, being a special purpose financial report of Murdi Paaki Services Ltd, which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the director's declaration.

In our opinion, the financial report of Murdi Paaki Services Ltd has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- a) giving a true and fair view of Murdi Paaki Services Ltd.'s financial position as at 30 June 2025 and of its financial performance and cash flows for the year ended on that date; and
- b) complying with Australian Accounting Standards to the extent described in Note 2, and Division 60 the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis of opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of Murdi Paaki Services Ltd in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (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 confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Murdi Paaki Services Ltd, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Responsibility of the directors for the financial report

The directors of the Murdi Paaki Services Ltd are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing Murdi Paaki Services Ltd '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 directors either intend to liquidate Murdi Paaki Services Ltd or to cease operations or have no realistic alternative but to do so.

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 the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report. We communicate with directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings.



Anthony Conolan
Registered Company Auditor 226482
AJC Audit Services

Dated : 24 / 10 /2025

CONTACT DETAILS

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