



Christie
CENTRE

ANNUAL REPORT

2024-25

Christie Centre Inc. acknowledges all the Traditional Aboriginal tribes along the rivers in the Mallee and District area on whose land we work and live as the first people of this Nation.

We pay respect to all Elders past, present and emerging, and honour their culture. Everyone is welcome at Christie Centre Inc. inclusive of race, religious beliefs, gender and sexuality.



*The Christie Centre is the cornerstone
of the Mildura Community, evolving and*

*growing to meet the changing needs
of people of all abilities.*

CHAIR'S REPORT

The past year has brought with it a range of challenges and opportunities, all of which have been met with the resilience and dedication that define the Christie Centre. Throughout this period, our unwavering focus has remained on our participants, volunteers, and staff - ensuring the delivery of high-quality, person-centred services that reflect our values and commitment to inclusion.



The Christie Centre continues to demonstrate its ability to respond swiftly to change. Our capacity to remain agile and adaptable has once again proven vital in navigating the evolving landscape of disability services, particularly in the context of ongoing changes to the NDIS framework.

This year also marks a significant leadership transition. After 13 years of dedicated service, we bid farewell to our Executive Officer, Florence Davidson. Florence's leadership has been instrumental in shaping the Christie Centre's direction and laying a strong foundation for the future. Her passion, vision, and tireless efforts have left a lasting legacy, and we extend our heartfelt thanks as she embarks on new endeavours, including cherished time with her family.

As one chapter concludes and another begins, the Board is pleased to announce the appointment of Nadiene Lynch as Executive Officer. Nadiene brings a fresh and strategic perspective to the role, while upholding the values and principles that have long guided our organisation. We are confident that under Nadiene's leadership, the Christie Centre will continue to grow

sustainably and strengthen its position as a leading service provider for individuals of all abilities within our community.

Our dedicated team has continued to provide steadfast support to participants and their families, ensuring they remain at the heart of everything we do. The Board also remains committed to working closely with the executive team to ensure the financial sustainability of the organisation in an increasingly complex funding environment.

It is with deep sadness that we acknowledge the passing of our Board Secretary, Jenny Bennett, during the year. We extend our heartfelt condolences to her family.

We also warmly welcome two new Board members, Jacky Rudge and Sandy Connor, whose contributions we look forward to.

Finally, I extend my sincere thanks to all staff and fellow Board members for their dedication, resilience, and support throughout the year.

Yours Sincerely,
Ross Humphreys

EXECUTIVE OFFICER'S REPORT

The past 12 months have been a period of significant transition, growth, and reflection for the Christie Centre. As we prepare to welcome a new Executive Officer, we took time to honour the incredible leadership and legacy of those who came before, while seeking and embracing a fresh perspective to guide us into the future. Leadership transitions can be challenging, but thanks to the unwavering commitment and professionalism of our team, the change has been both smooth and empowering.



Our people are the heart of the Christie Centre, and this year, more than ever, they have shown what it means to lead with purpose, passion, and creativity. Across every program, our team has demonstrated resilience and innovation - delivering high-quality, person-centred supports while navigating a sector marked by increasing complexity and uncertainty. Whether it was expanding community connections, strengthening employment pathways through social enterprise, or creating more inclusive experiences for participants, their dedication has been nothing short of inspiring.

Yet, we cannot speak of the year without acknowledging the continued dilemmas presented by the National Disability Insurance Scheme (NDIS). While the NDIS remains a transformative reform, we face persistent challenges around funding adequacy, administrative burden, and gaps in clarity that impact our ability to plan sustainably and support participants consistently. Uncertainty around pricing structures and service viability continues to strain providers across the sector, and the ripple effects are felt daily by our team

and the individuals we support.

Despite these challenges, we remain firmly committed to our values of inclusion, empowerment, and innovation.

We continue to advocate for a fairer, more transparent system that supports the long-term sustainability of organisations like ours and, most importantly, prioritises the voices and choices of people with disabilities.

Looking ahead, we recognise that agility and collaboration will be key. We will continue to adapt, listen, and evolve - working alongside participants, families, staff, and community to shape a future that holds both hope and opportunity.

To our staff, board, and community partners: thank you. Your passion, belief, and trust in our vision fuel our journey every day. Together, we will continue to create spaces where everyone belongs, and where everyone has the opportunity to thrive.

Yours Sincerely,
Florence Davidson

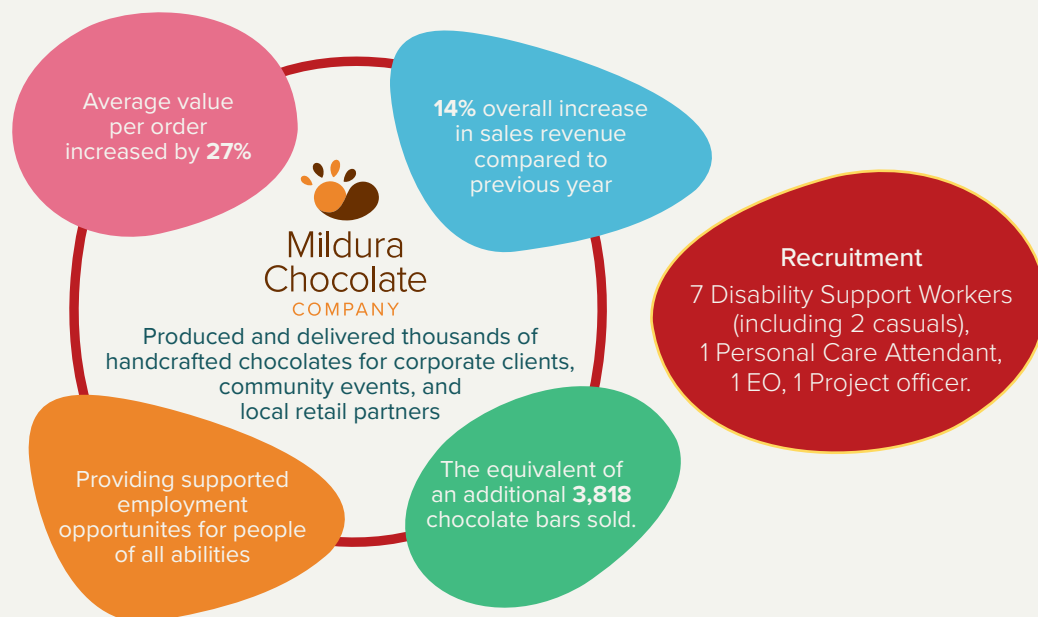
Our Strategic Highlights

Financial Year 2024-25

1. BE A VALUED AND PREFERRED PROVIDER

Introduction of 50-Week Programs of Support

Implemented a new 50-week Programs of Support model, enabling participants to access consistent supports throughout the majority of the year.



Spark/Powerhouse

Currently employing nine supported employees for a total of 36 hours per week, the team has developed and strengthened skills in customer service, barista work, and food handling through practical, hands-on training.

2. PROVIDE EXCELLENCE IN SERVICE AND SUPPORT

Expansion into Level 3 Support Coordination and Psychosocial Recovery Coaching

We expanded our Support Coordination to include Level 3 Support Coordination and Psychosocial Recovery Coaching through the addition of a qualified Social Worker to the team. We are now delivering Psychosocial Recovery Coaching to 11 participants under the NDIS. This alignment has created new placement opportunities for university students seeking to explore career pathways in the disability sector, supporting workforce development and building sector capacity.

Reduction in Incidents Related to Behaviours of Concern

A 50% reduction in incidents relating to behaviours of concern known to the service, prioritising continuity of support and therapeutic rapport, strengthen predictability, reduced environmental triggers, and contribute to improved behavioural outcomes.

Commitment to Growth, Collaboration, and Continuous Improvement

Our priority remains the ongoing development of our team's skills, systems, and practice to achieve the best possible outcomes for the people we support. We place high value on collaborative relationships with external providers and work closely with the broader community to advocate, educate, and build a more inclusive environment for people living with disability. Over the past 12 months, changes within our Team Leader and Mentor group have brought fresh perspectives and innovative ideas. We are excited to explore how this will continue to shape the way we deliver high quality, meaningful supports.

Training & placements

2 student placements - Dip Comm Services & School based work experience. A variety of internal training options were offered this year which covered topics on documentation, care plans, incident reporting, medication administration, PEG feeding - well attended by staff.

Five Independent Living units

- Offering supported accommodation that places choice, dignity, and independence at the centre. These homes have become more than just physical spaces; they are safe, nurturing environments where people can truly live life on their own terms. They stand as a testament to our long-standing commitment to meaningful, person-centred solutions.

Professional Development

- We have championed professional development, co-designed learning platforms with our teams, and introduced structured learning opportunities that build confidence, skills, and leadership. This includes the establishment of Learn Local, which provides accredited and non-accredited training tailored to the needs of our community and sector.

Social Enterprise and Employment

- We proudly purchased GrowAbility, expanding our ability to offer supported work in horticulture and land management. This acquisition has allowed us to deepen our social impact while creating new training and job opportunities in an industry that aligns with environmental values and regional workforce needs.

This timeline reflects its journey of innovation, advocacy, and commitment to fostering independence, inclusion, and achievement for all participants.

Social Enterprise Portfolio Growth

- A shining example of what inclusive employment can look like, the Mildura Chocolate Company has not only created jobs for people with disability, but through a powerful partnership with Murray River Salt, it has extended its reach, offering high-quality, locally made products that represent ethical employment and regional pride.

AroundAgain Recycling & Receipts Environmental Precinct

- This bold initiative not only diverts waste from landfill and contributes to environmental sustainability, but it creates meaningful employment and training pathways for people of all abilities. It is a living example of circular economy principles in action and reflects our belief that good business and good outcomes for people can - and must - go hand in hand.

As we look to the future,
we do so with **clarity and ambition**.
We are more than a service provider -
we are a community builder, an innovator, and
a champion for **social and economic inclusion**.
Our past decade has laid a strong foundation,
and we are **excited for what lies ahead**
as we continue to re-imagine what's possible.

Reflections

A decade of growth and impact

National and International Stages

We are **guided by our values**
and the belief that
everyone deserves to live
a **full, connected life**.

- Our reach and influence have extended far beyond Mildura. Over the past decade, we have proudly represented the Christie Centre on national and international stages, sharing our learnings and approaches through Social Enterprise World Forums and disability sector networks. These opportunities have not only validated our work but enabled us to influence broader systems, advocate for inclusive business models, and connect with like-minded organisations globally.

EXECUTIVE OFFICER’S STATEMENT OF INTENTION

It is with deep gratitude and great privilege that I step into the role of CEO at Christie Centre Inc. I am honoured to lead such a values-driven organisation with a proud history of advocacy, inclusion, and innovation. I acknowledge the work of those who came before me and recognise the unwavering dedication of our team in delivering person-centred support across our community.



As we look ahead, our commitment to the Christie Centre Strategic Plan and its pillars of growth remains firm. We are entering a period where leadership, adaptability and resilience are more critical than ever. The evolving NDIS landscape continues to impact our capacity to expand sustainably, and navigating this financial uncertainty will be a key focus. I will work closely with the Board, our leadership team, and our stakeholders to ensure we maintain financial viability while staying true to our purpose.

Our people are the heartbeat of the Christie Centre. I am committed to maintaining our standing as an employer of choice - offering a safe, inclusive, and supportive workplace that values continuous learning, professional growth, and the unique contributions of every team member. Investing in our workforce is not only a responsibility, but a privilege. Partnerships with our community stakeholders are vital to our success. I am passionate about strengthening these relationships and fostering collaboration that delivers meaningful impact. Our social enterprises are a powerful platform for growth, inclusion, and social change. They underpin our advocacy efforts and create

real employment pathways for people of all abilities. Expanding social procurement opportunities will remain a key strategy to support equity, economic participation, and visibility within our region.

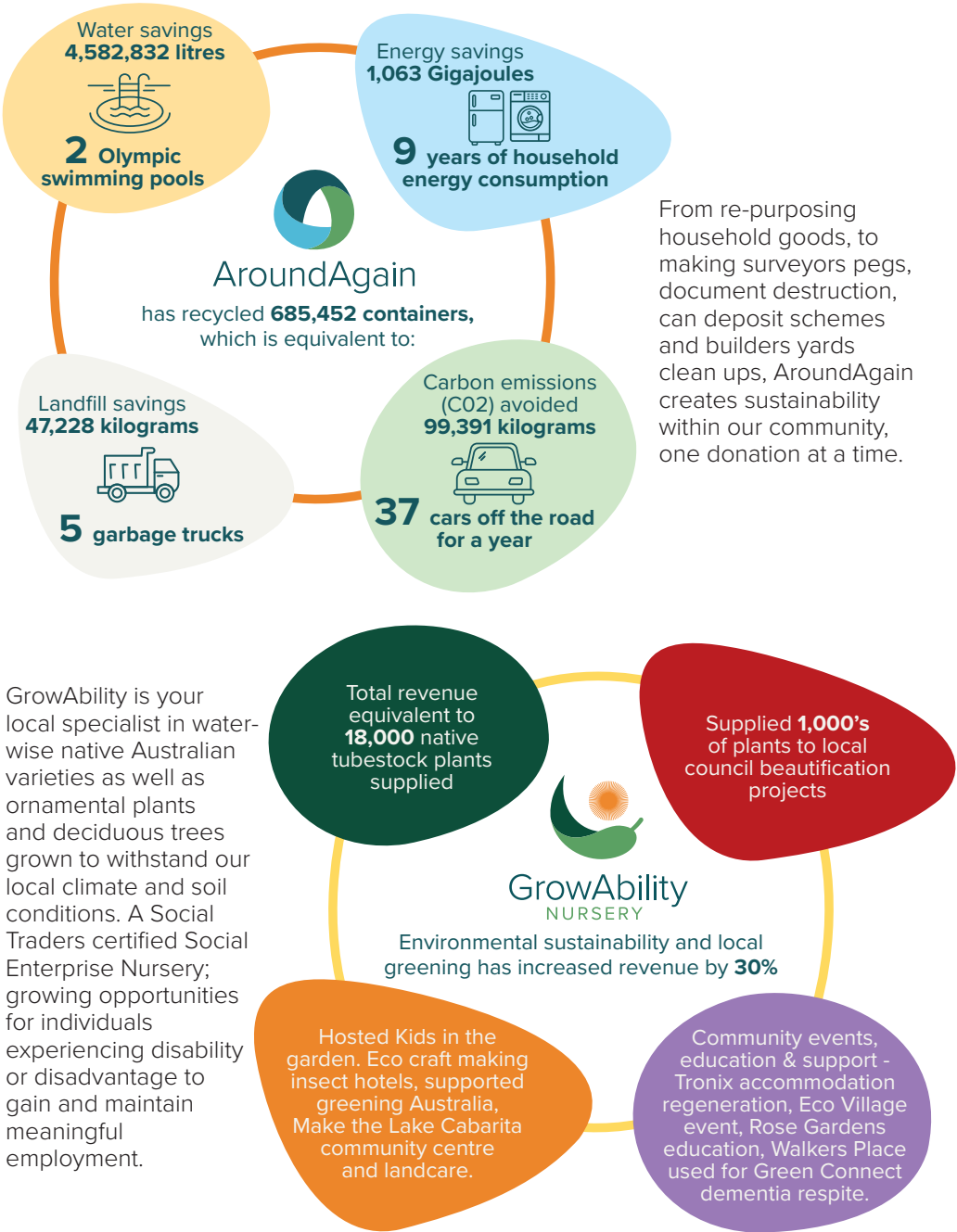
Looking forward, I intend to lead with integrity and optimism as we continue to be a valued and preferred provider. Together, we will strive for excellence in service delivery, build organisational sustainability, and enhance our community engagement. We will continue to challenge stigma, embrace diversity, and advocate for a future where all people are empowered to thrive - in their own way.

Thank you for the opportunity to lead this remarkable organisation. I look forward to working alongside our community as we continue to grow and champion a more inclusive future for all

Yours Sincerely,
Nadiene Lynch

3. IMPACT OF SUSTAINABILITY

(Data from Impact Accelerator)



Our Strategic Highlights
Financial Year 2024-25

4. COMMUNITY ADVOCACY AND ENGAGEMENT

Adapting Within a Changing Funding Environment
Over the past year, we have continued to navigate changes and complexities within the NDIS funding landscape. While individualised funding has created greater opportunities for choice and control, it has also presented some challenges in delivering flexible and responsive supports, particularly in areas requiring higher intensity or specialised approaches. Our teams have remained committed to adapting service delivery to ensure participants receive meaningful support within the scope of their plans, while continuing to advocate for sustainable models that reflect the true needs of the people we support and the broader community of people living with an impairment.

Learn Local
17 students completed Intro to Disability - 7 of those are currently staff and 2 are exploring volunteering options.
22 students completed Food Handling and Safety - 6 of those are supported employees working at Spark or Mildura Chocolate Company
13 students completed Customer Service 1
31 students completed Customer Service 2

Across all enterprises
Continued to grow skills, workplace confidence, and meaningful employment pathways for Christie Centre participants, reinforcing our position as a leading social enterprise in the region.

**CHRISTIE CENTRE INCORPORATED
OFFICERS' REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

The officers present their report, together with the financial statements, on the association for the year ended 30 June 2025.

Officers

The following persons were officers of the association during the whole of the financial year and up to the date of this report, unless otherwise stated:

Florence Davidson - EO

Nadiene Lynch - EO (commenced July 2025)

Committee members

The following persons were committee members of the association during the whole of the financial year and up to the date of this report, unless otherwise stated:

Nadiene Lynch - Chair (December 2024, resigned March 2025)

Ross Humphreys - Chair (July 2024 - December 2024, March 2025 - date)

Patricia D'Aranjo - Deputy Chair

Jenny Bennett - Secretary (to 29 January 2025)

Inga Dalla Santa - Director

Bob Jankowski - Director

Vanessa Hall - Director

Jacqueline Ridge - Director (Appointed 9 May 2025)

Sandra Connor - Director (Appointed 9 May 2025)

Florence Davidson - Executive Officer

Nadiene Lynch - Executive Officer (Appointed July 2025)

Principal activities

Christie Centre Inc is an NDIS registered disability provider offering individual, group and employment support for individuals with a disability through various services based on individual interest and needs with transition pathways for life long personal development within the Loddon Mallee region (centrally located in Mildura).

On behalf of the officers:



Florence Davidson Executive Officer

Dated 9 October 2025



Ross Humphreys Chair

**CHRISTIE CENTRE INCORPORATED
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025**

Note	2025 \$	2024 \$
Revenue from operating activities	7,495,132	7,579,322
Revenue from non-operating activities	623,496	491,400
Expenses		
Cost of Sales	(228,211)	(29,117)
Finance Costs	(51,081)	(49,970)
Employee Benefits	(7,077,481)	(7,262,069)
Depreciation and amortisation expense	(195,360)	(216,720)
Occupancy expenses	(202,065)	(203,744)
Other expenses	(630,152)	(682,817)
Surplus/(deficit) for the year	(265,722)	(373,715)
Other Comprehensive Income/Loss	-	-
Total Comprehensive Income for the year	(265,722)	(373,715)

This year the Christie Centre's deficit budget has occurred due to the rapid changes to the NDIS funding structure, creating greater levels of unpredictability. Lower funding and rising costs continue to challenge the organisation whilst maintaining critical services for people living with impairment in our community. A strategic review and plan to ensure long term sustainability is in development. Short term asset sales have allowed Christie Centre to continue however significant change will be required to ensure longevity.

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





ACKNOWLEDGEMENTS

AUSTRALIAN INLAND BOTANIC GARDENS
AUSTRALIAN PREMIUM DRIED FRUITS - BLUE ILLUSION - DEAKIN 27
DUXTON WINERY - GJ GARDNER - GOOD360 - HIP POCKET WORKWEAR AND SAFETY
IAN POTTER FOUNDATION - JADE BENHAM - MDAS - MILDURA AIRPORT
MILDURA BASE PUBLIC HOSPITAL - MILDURA CITY HEART
MILDURA LIVING MAGAZINE - MILDURA RURAL CITY COUNCIL - MURRAY RIVER SALT
OLAM EDIBLE NUTS - SENVIC - SOCIAL TRADERS - SUNITAFE - SUSTAINABILITY VICTORIA
TILLEY'S FURNITURE - TRENTHAM ESTATE - WESTPAC

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