Maliga Ngura
SHINE ON COUNTRY SERVICES

2025–26

IMPACT REPORT



GROWING COMMUNITY,
CREATING OPPORTUNITY,
STRENGTHENING CULTURE.

ACKNOWLEDGEMENT OF COUNTRY

Walambayiwa

Maliga Ngura acknowledges the Darkinung people, Traditional Custodians of the lands on which we live and work. We pay our respects to Elders past and present and to all Aboriginal and Torres Strait Islander peoples. Culture, Country and community guide our relationships, services and opportunities.





ABOUT US

MALIGA NGURA IS AN ABORIGINAL-LED ORGANISATION AND WHOLLY OWNED SUBSIDIARY OF ELEANOR DUNCAN ABORIGINAL SERVICES.

Across the Central Coast, it delivers practical home support and community enterprises that help people live independently and create employment and skills pathways for Aboriginal people. Its services include Lawn & Maintenance, Cleaning, Daralba Café and Catering, and Car Wash.

OUR VISION: STRONG ABORIGINAL COMMUNITIES WHERE CULTURE, IDENTITY AND SELF-DETERMINATION ENABLE PEOPLE AND FAMILIES TO THRIVE.

OUR VALUES: RESPECT, CULTURE, COMMUNITY, INTEGRITY, EXCELLENCE AND SELF-DETERMINATION.

CHAIRPERSON'S MESSAGE

OUR ROLE AS A BOARD IS TO HOLD THE LINE ON WHAT DOES NOT CHANGE WHILE EVERYTHING AROUND US GROWS, OUR ACCOUNTABILITY TO COMMUNITY, OUR CONNECTION TO CULTURE AND COUNTRY, AND OUR RESPONSIBILITY TO THE ABORIGINAL PEOPLE THIS ORGANISATION EXISTS TO SERVE.



VICKI PARRY
CHAIRPERSON

On behalf of the Board, It is a privilege to reflect on another year of growth for Maliga Ngura.

Our role as a Board is to hold the line on what does not change while everything around us grows, our accountability to community, our connection to culture and Country, and our responsibility to the Aboriginal people this organisation exists to serve. This year, we have watched Belinda, Amanda and the wider team build something that does exactly that: a stronger, more sustainable organisation without losing sight of why it was started.

We thank our staff for their hard work and our community for their continued trust in us.



CEO'S MESSAGE

IT IS OUR OWN PEOPLE BUILDING CAREERS, TAKING ON RESPONSIBILITY, AND STAYING CONNECTED TO COMMUNITY WHILE THEY DO IT.



BELINDA FIELD
CHIEF EXECUTIVE OFFICER

This year, Maliga Ngura grew in ways that go beyond the numbers.

When I think about what we have actually built, I think less about revenue and more about the people carrying it. Amanda Eyles stepped into the General Manager role and gave this organisation the structure and steady hand it needed to grow without losing what it has built on. Shane Duncan and Peshaani Pretti did not just complete a Certificate IV in Business, they stepped up as leaders in their own right, in Lawn and Maintenance and at Daralba, and are now showing the next person coming through what is possible here.

That is what growth looks like for an Aboriginal-led organisation. It is not just contracts and new clients. It is our own people building careers, taking on responsibility, and staying connected to community while they do it.

My job this year has been making sure the governance underneath all of that is solid, that as we grow, we stay accountable to our Board, to Darkinung Country, and to the families who trust us enough to let us into their homes. Growth without that accountability is not growth worth having.

We are not trying to prove we can grow like any other business. We are proving that an Aboriginal-led organisation can grow on our own terms culturally responsive to the people and communities we serve, while creating real jobs and real leadership pathways for our people.

To Amanda, Shane, Peshaani, and every member of our team: thank you for the work that does not always make it into a report like this. It shows up in a lawn mowed with care, a house cleaned with love and pride, coffee served with a yarn, a client who feels safe having us in their home.

That is the organisation we are building. I am proud to lead it alongside you.

GENERAL MANAGER'S MESSAGE



AMANDA EYLES
GENERAL MANAGER

MALIGA NGURA HAS GROWN, NOT ONLY IN THE SERVICES WE DELIVER, BUT IN THE STRENGTH OF OUR TEAM, THE RELATIONSHIPS WE HAVE BUILT AND THE OPPORTUNITIES WE ARE CREATING.

When I look back on the past year, what stands out most is how much Maliga Ngura has grown, not only in the services we deliver, but in the strength of our team, the relationships we have built and the opportunities we are creating.

As an ally, I understand the responsibility that comes with my role. For me, that means listening, learning and working alongside our Aboriginal leadership, team and community, while making sure our people have the structure and support they need to succeed.

Stepping into the General Manager role, my focus has been building on the strong foundations already in place and making sure our growth is supported by the right systems, people and processes.

We have welcomed new clients, strengthened partnerships and created more employment opportunities across Cleaning, Lawn & Maintenance, Daralba Café and Catering, and Car Wash. But what I am most proud of cannot be measured by numbers alone.

I see it when a client feels comfortable welcoming our team into their home. When someone can remain more independent because their home is clean and their yard is safe. When a team member grows in confidence, learns new skills or steps into leadership. And at Daralba, where a coffee can turn into a yarn and a familiar face can make someone's day.

That is what Maliga Ngura is about.

This year we generated more than $1.24 million in revenue, while continuing to create jobs, invest in our people and strengthen our services and operations.

There is still plenty of work ahead. We have opportunities to grow our services, build new partnerships and create more pathways for Aboriginal people across the Central Coast. My focus is making sure we do that in a way that stays connected to community and keeps our people at the centre of what we do.

To our team, thank you for the care and pride you bring to your work every day. To our CEO, Board and partners, thank you for backing what we are building. And to our clients, families and community, thank you for trusting us.

I am incredibly proud of what we have achieved together and excited about where Maliga Ngura is heading.



2025 - 2026

AT A GLANCE

MALIGA NGURA EXPANDED ITS SERVICES AND WORKFORCE WHILE INVESTING IN THE SYSTEMS THAT SUPPORT SAFE, RELIABLE DELIVERY. THESE FIGURES SHOW THE SCALE OF THE YEAR; CLIENT FEEDBACK SHOWS WHAT THAT WORK MEANT IN DAILY LIFE.

MEASURE	RESULT
PEOPLE SUPPORTED	MORE THAN 120 CLIENTS
LAWN & MAINTENANCE	1,203 SERVICES
CLEANING	939 SERVICES
CORPORATE CLEANING	312 SERVICES
KIOSK AND CATERING	109 CATERING SERVICES (57 INTERNAL, 52 EXTERNAL)
ANNUAL REVENUE	MORE THAN $1.24 MILLION
WAGES AND SUPERANNUATION	MORE THAN $910,000

CLIENT SURVEYS DESCRIBED STAFF AS RESPECTFUL, RELIABLE, CARING AND PROFESSIONAL. CLIENTS SAID THE SUPPORT HELPED THEM MANAGE THEIR HOMES, FEEL SAFER AND MAINTAIN INDEPENDENCE. THE FEEDBACK ALSO IDENTIFIED COMMUNICATION AND CLARITY ABOUT THE SCOPE OF LAWN & MAINTENANCE WORK AS AREAS TO IMPROVE.

A YEAR OF PROGRESS

Amanda Eyles took up the General Manager role. The organisation strengthened governance and reporting, introduced MaintainX for service scheduling and completion, grew referrals and reached its strongest trading month in June 2026. The website launched in June, giving people a dedicated way to find Maliga Ngura's services.

Service growth was matched by a deliberate focus on the organisation behind it.MaintainX was maximised to improve scheduling and records as demand for Cleaning and Lawn & Maintenance rose. The final quarter brought stronger referral relationships, planning for aged care partnerships and June revenue above $176,000.



MILESTONES THROUGH THE YEAR

JULY TO SEPTEMBER 2025: Maliga Ngura continued CHSP, NDIS, private and commercial delivery while establishing stronger organisational leadership and a direction for sustainable expansion.

OCTOBER TO DECEMBER 2025: The team increased its focus on systems, governance and reporting as demand rose. MaintainX for scheduling was maximised during this period. Daralba continued to develop as a kiosk and gathering place alongside home service growth.

JANUARY TO MARCH 2026: Investment in digital processes, compliance, leadership and future capacity continued. April to June 2026: Service volumes and referrals strengthened, planning advanced for aged care relationships in the following financial year, and June became the strongest revenue month to date.

GROWING COMMUNITY

HOME SUPPORT WAS THE CLEAREST EXPRESSION OF MALIGA NGURA'S COMMUNITY IMPACT IN 2025–26. REGULAR CLEANING AND YARD CARE REDUCED THE DEMANDS OF EVERYDAY TASKS AND HELPED OLDER PEOPLE AND PEOPLE LIVING WITH DISABILITY REMAIN AT HOME. FAMILIAR STAFF AND RELIABLE VISITS ALSO GAVE CLIENTS REASSURANCE AND CONNECTION.

LAWN & MAINTENANCE

The team delivered 1,203 services across CHSP, NDIS, private and commercial work and maintained six Eleanor Duncan Aboriginal Services sites. Clearing paths, tending gardens and keeping outdoor areas usable to reduce hazards and help clients keep enjoying their homes. The service generated $244,035 in revenue.

A maintained yard can make daily routines easier: a clear path to the clothesline, room for family to visit and outdoor areas that feel safe to use. The team worked with CHSP and NDIS participants as well as private and commercial clients. Increased demand supported referrals and investment in vehicles, equipment and workforce capability.

Weather made scheduling difficult at times. Maintaining regular visits and communicating changes remained important to clients who rely on a consistent service. The team use feedback on what Lawn & Maintenance includes to make expectations clear before work begins.

One client described an overgrown yard that had become unsafe and said regular fortnightly visits made it an enjoyable space again. The value of the service lay in both the physical work and knowing help would return.

The lawn team's work across residential, private and organisational sites calls for different standards and schedules. Maintaining six EDAS sites contributed to the environments in which other community services operate. For household clients, recurring visits allow the team to notice when an outdoor area has changed and respond within the agreed service scope. This is a practical benefit of continuity, particularly for clients who cannot safely do the work themselves.



THE TEAM DELIVERED **1,203** SERVICES

Growing Community, Creating Opportunity, Strengthening Culture.

CLEANING

The Cleaning team delivered 939 services, alongside 312 corporate cleaning services. Home visits supported safe, comfortable living and reduced the physical burden on clients. Cleaning revenue was $226,396. Demand and referral relationships continued to grow through the year.

For a person who can no longer manage every household task, regular cleaning reduces physical strain and helps keep a home comfortable for visitors, family and community. Staff also become familiar faces. Clients said the team treated their homes with respect, listened to what mattered to them and provided help without judgment.

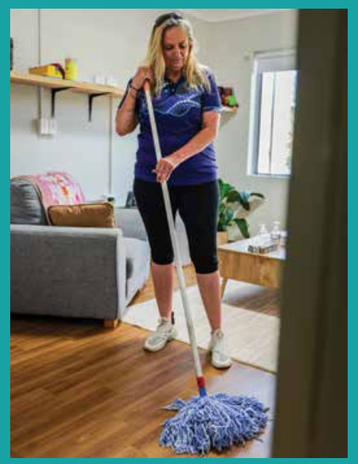
The service grew through CHSP, NDIS, private and commercial work. The corporate component supported relationships beyond home care and helped build a more diverse service base. Staff training, safety procedures and quality checks were strengthened as the volume of work increased.

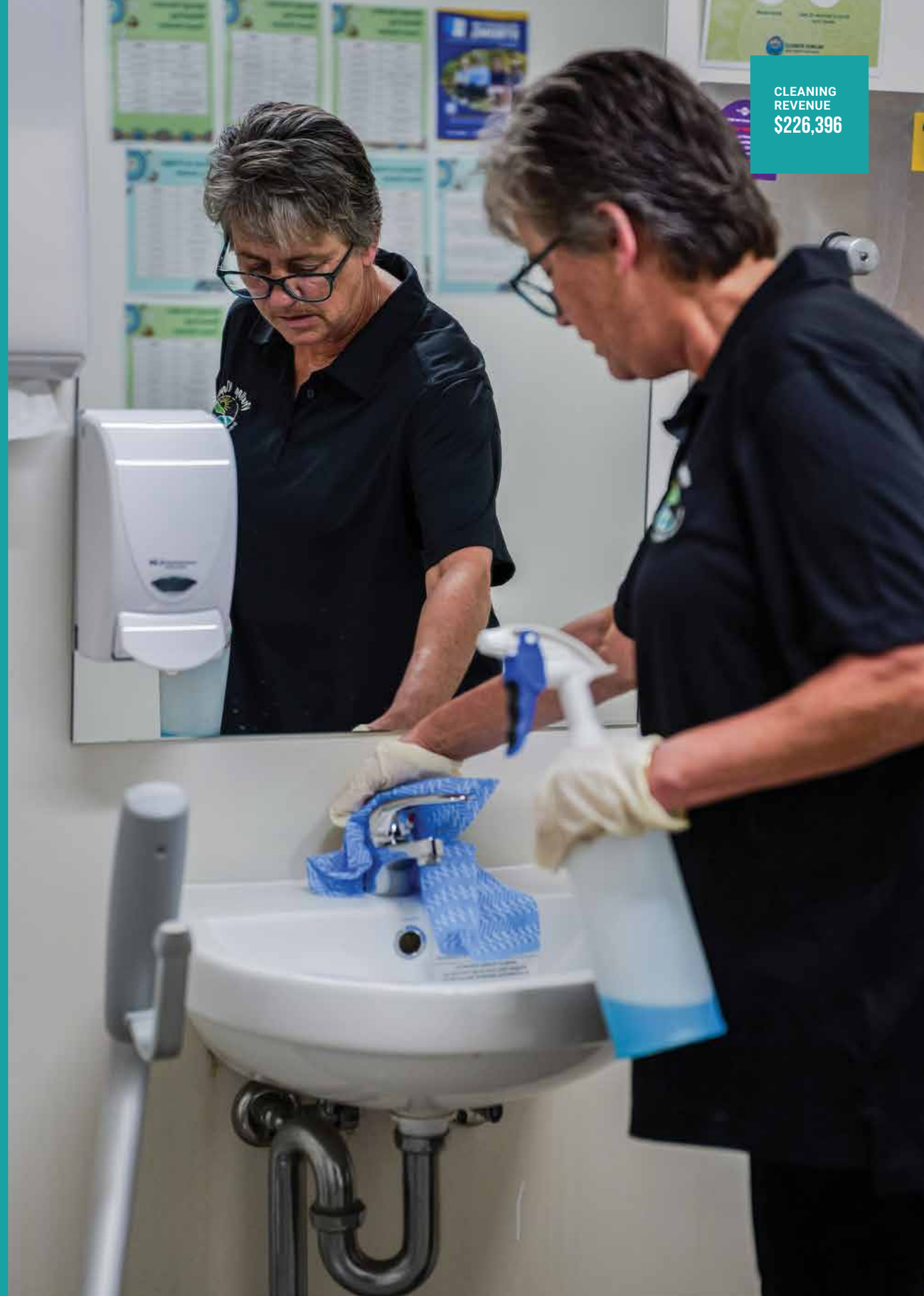
Maliga Ngura's approach is practical and personal. It aims to complete each agreed task well while respecting a client's dignity, preferences and ability to keep doing the things they can manage themselves.

Suzanne Shelley, a CHSP client, described how support increased from fortnightly to weekly as her health changed. She said the visits let her continue the tasks she could manage while receiving help with those that had become difficult. Her account shows why flexibility in frequency and a trusted team matter as needs change. It also points to the importance of regular conversations with clients about the support they actually require.

Sherri Brajih described being unsure at first about inviting help into her home. Regular visits changed that experience: she came to know the Cleaning and Lawn & Maintenance staff, valued their reliability and looked forward to a yarn. Her story connects the practical work with the emotional effect of feeling comfortable and supported. It also shows why a respectful first visit can matter to someone who may have been reluctant to ask for help.







CLEANING REVENUE
$226,396



> THE SUPPORT IS ABOUT MUCH MORE THAN CLEANING THE HOUSE OR MOWING THE LAWN. I LOOK FORWARD TO THEIR VISITS, HAVING A YARN AND FEELING CONNECTED TO SOMEONE.
>
> SHERRI BRAJIH
> CHSP CLIENT

WHAT CLIENTS TOLD US



CLIENTS VALUED THE STANDARD OF WORK, STAFF WHO ARRIVED WHEN EXPECTED AND THE TRUST BUILT THROUGH REGULAR VISITS. THEIR SUGGESTIONS WILL INFORM CLEARER COMMUNICATION AND SERVICE INFORMATION IN THE COMING YEAR.

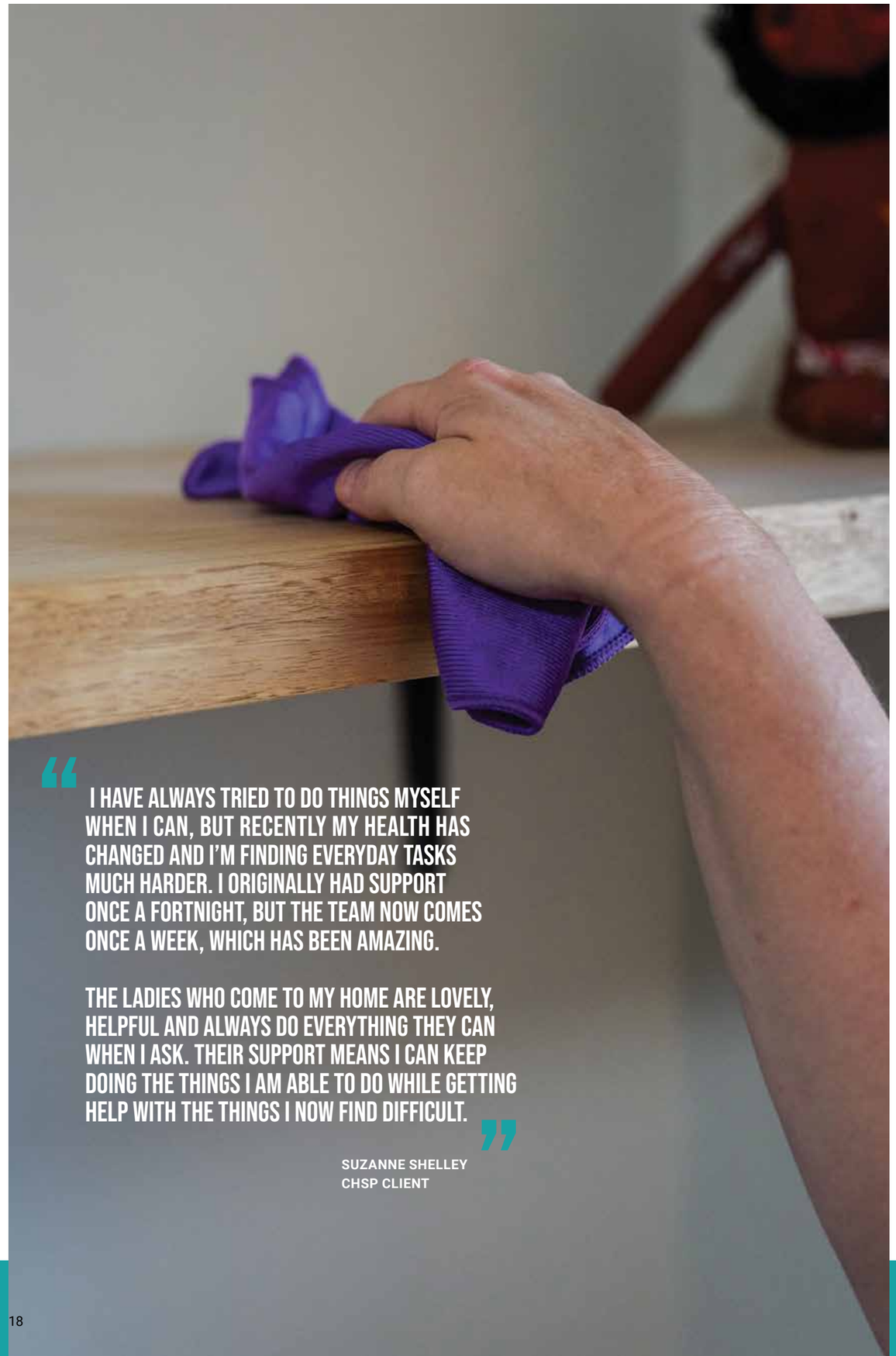
A year-end client survey found strong appreciation for reliability, professionalism and the relationships built with staff. Clients linked regular assistance to independence, peace of mind and feeling safer in their homes. The survey also identified areas for improvement, including communication, a clearer description of Lawn & Maintenance tasks and consideration of other support clients may need.

Client feedback is a useful check on quality, but it should sit beside operational evidence. A reliable visit means the agreed work is completed, the client is treated with respect and any change or concern is communicated. The planned improvements to feedback and service reporting should help Maliga Ngura show these elements more clearly next year, including the points clients want it to address.

Client feedback throughout the year including through our client surveys, phone calls and conversations with clients was positive, particularly about staff reliability, quality of work and the relationships developed through regular visits. Clients regularly tell us how much they appreciate the reliability of our staff, the quality of their work and the relationships they have built through regular visits.

Many have shared how our services help them feel more comfortable and supported at home, particularly when they can no longer manage certain tasks themselves. Others have spoken about how much they enjoy having a familiar face visit and the opportunity to have a yarn.

Our client surveys also identified areas where we can improve, particularly communication when schedules change and providing clearer information about what is included in Lawn & Maintenance services. We will continue using this feedback to improve our services and keep clients informed.



“I HAVE ALWAYS TRIED TO DO THINGS MYSELF WHEN I CAN, BUT RECENTLY MY HEALTH HAS CHANGED AND I’M FINDING EVERYDAY TASKS MUCH HARDER. I ORIGINALLY HAD SUPPORT ONCE A FORTNIGHT, BUT THE TEAM NOW COMES ONCE A WEEK, WHICH HAS BEEN AMAZING.

THE LADIES WHO COME TO MY HOME ARE LOVELY, HELPFUL AND ALWAYS DO EVERYTHING THEY CAN WHEN I ASK. THEIR SUPPORT MEANS I CAN KEEP DOING THE THINGS I AM ABLE TO DO WHILE GETTING HELP WITH THE THINGS I NOW FIND DIFFICULT.”

SUZANNE SHELLEY
CHSP CLIENT





CREATING OPPORTUNITY

MALIGA NGURA’S SERVICES ALSO CREATE WORK AND PRACTICAL LEARNING. STAFF GAINED EXPERIENCE IN HOME SERVICES, HOSPITALITY, CATERING AND VEHICLE CARE, WITH OPPORTUNITIES TO TAKE ON MORE RESPONSIBILITY AS THE ORGANISATION GREW.

DARALBA KIOSK AND CATERING

Daralba remained a welcoming place for coffee, meals, meetings and community connection. Its team delivered 57 internal and 52 external catering services. The coffee trailer attended the Koori Knockout in Tamworth, and the café provided work experience for students from local schools and TAFE NSW. Kiosk revenue was $165,083 and catering revenue was $72,986, a combined $238,069.

The 109 catering services supported internal meetings and external work for organisations and community events. These orders gave the team experience in planning, food preparation, service and working to the needs of different groups. The Tamworth trip took Daralba beyond its usual location and created another point of connection with community.

Daralba was also a place to enter or return to work. Team members developed hospitality skills in coffee making, food safety, teamwork, time management and customer service. Work experience relationships included Wyong High School, Wadalba High School, TAFE NSW, Central Coast Sports College, Morisset High School and St Peter’s Catholic College.

Equipment breakdowns and changing customer demand challenged kiosk operations during the year. The team used the coffee trailer while repairs were completed, adapted menu specials and continued responding to catering requests. These are practical examples of the flexibility needed to keep a small social enterprise running.

The kiosk and catering operation serves several purposes at once. It is a public-facing business that needs consistent food and service, a workplace where staff can build confidence and a space used by community and partner organisations. Growth in external catering broadens its customer base; internal work keeps it closely linked to Maliga Ngura and EDAS activity. The report treats its revenue as an enterprise result and its work experience and gatherings as distinct social outcomes.

CAR WASH

The Car Wash generated $49,405 in revenue and provided hands-on experience in customer service, teamwork, vehicle care and safe work practices. Of 192 scheduled vehicle cleaning services, approximately 178 were completed; some vehicles were unavailable when needed for community or other services.

The service worked with community, corporate and government vehicles. Each job required attention to detail, customer communication and safe handling of vehicles and equipment. The reported completion rate was 92.8%; the gap mainly reflected vehicles being unavailable at their scheduled time.

The Car Wash offered a structured setting for staff to practise reliability, teamwork and quality standards while contributing income to the wider organisation. Its next opportunities include commercial fleets, local business relationships and possible mobile or onsite cleaning, subject to capacity and demand.







OUR PEOPLE

Workforce training, team meetings and clearer processes supported staff across the services. Shane Duncan, Lawn & Maintenance Manager, and Peshaani Preeti, Daralba Café Manager, completed a Certificate IV in Business. Shane's progression into management marked a step toward Maliga Ngura's Aboriginal leadership target. The organisation invested more than $910,000 in wages and superannuation during the year.

The source records workforce growth from 15 employees in June 2025 to 26 in August 2026, equivalent to about 15.3 full-time positions at that later date. It also records 21 commencements across that period and five workers aged 19 or under. Because the endpoint is after the financial year, these figures should be labelled as an August 2026 update.

Full-time, part-time and casual roles allowed people to participate in different ways. Some staff worked across services, building a broader set of practical skills while helping teams respond to busy periods. Others moved into new opportunities or returned to their communities; experience gained at Maliga Ngura can remain valuable beyond their time with the organisation.

Professional development included accredited First Aid and CPR, team development days, standards sessions and quarterly reviews. Shane's move into Lawn & Maintenance management shows a pathway from frontline service into leadership. Peshaani's development at Daralba likewise shows the value of supporting experienced staff to take responsibility for a growing service.

The next stage will include further Aboriginal employment, mentoring and traineeships. A separate Work for the Dole partnership is planned for unpaid activity placement.

A growing workforce also needs support to work safely and consistently. Checks, induction, First Aid and CPR, role expectations, supervision and opportunities to discuss performance all contribute to this. Managers in each service area need enough visibility to respond to scheduling issues, maintain standards and help staff develop. The organisation's investment in systems and leadership therefore supports both the client experience and employee progression.



KIOSK REVENUE
$165,083

OPPORTUNITY IN NUMBERS

THE KIOSK, CATERING AND CAR WASH GENERATED INCOME WHILE GIVING STAFF EXPERIENCE ACROSS HOSPITALITY, CUSTOMER SERVICE AND VEHICLE CARE. THE FIGURES BELOW DISTINGUISH FINANCIAL-YEAR RESULTS FROM THE LATER WORKFORCE UPDATE.

Daralba's combined kiosk and catering revenue was $238,069. The 109 catering services supported meetings, training, events and celebrations. The Car Wash completed 92.8% of scheduled jobs; most missed jobs involved vehicles that were unavailable because they were needed elsewhere.

ENTERPRISE ACTIVITY	RESULT
DARALBA KIOSK REVENUE	$165,083
CATERING REVENUE	$72,986
CLEANING	939 SERVICES
CATERING SERVICES	57 INTERNAL & 52 EXTERNAL
CAR WASH REVENUE	$49,405
VEHICLE CLEANING	ABOUT 178 OF 192 SCHEDULED SERVICES COMPLETED



WORKFORCE GROWTH UPDATE

The workforce figures include an update to end of June 2026, including team member increases throughout the year and full time equivalent roles showing employment growth.

MEASURE AND PERIOD	RESULT
EMPLOYEES, JUNE 2025	15
EMPLOYEES, AUGUST 2026	26
FULL-TIME EQUIVALENT, AUGUST 2026	APPROX. 15.3 POSITIONS
COMMENCEMENTS ACROSS THE STATED PERIOD	21
CAR WASH REVENUE	$49,405
STAFF AGED 19 OR UNDER, AUGUST 2026	5





STRENGTHENING CULTURE

ABORIGINAL LEADERSHIP AND COMMUNITY RELATIONSHIPS SHAPE HOW MALIGA NGURA DELIVERS SERVICES. AS A SUBSIDIARY OF ELEANOR DUNCAN ABORIGINAL SERVICES, IT COMBINES PRACTICAL SUPPORT WITH A WIDER NETWORK OF HEALTH, FAMILY AND COMMUNITY SERVICES. GROWTH IS GUIDED BY ACCOUNTABILITY TO COMMUNITY AND BY CULTURALLY RESPONSIVE PRACTICE.



PARTNERSHIPS THAT EXTEND OUR REACH

Barang Regional Alliance supported connection to Aboriginal community priorities. Jawun contributed professional expertise to organisational development. Grata Care referrals enabled Cleaning and Lawn & Maintenance support for older people; its acquisition by Australian Unity opened opportunities to continue and expand that work in 2026–27. Relationships with Aboriginal Home Health, Remedy Healthcare, local businesses and community organisations also created pathways for referrals, catering, commercial services and work experience.

Eleanor Duncan Aboriginal Services provides governance, shared knowledge and a connection to broader health, family and community support. Maliga Ngura complements that work with home services and enterprise. Its relationship with Barang Regional Alliance keeps collaboration connected to Aboriginal organisations and local priorities; Jawun has contributed skills and advice to organisational development.

Grata Care referred clients for Cleaning and Lawn & Maintenance throughout 2025–26. Following its acquisition by Australian Unity, Maliga Ngura planned to continue and expand that work in 2026–27.

Commercial and government relationships supported cleaning, catering and community events. Education partnerships provided work experience and links to employment. These connections matter because they bring work into the organisation, widen access to services and create settings where staff can learn and lead.

Partnerships have different roles. Aged care providers and other referrers help clients find practical support. Schools and TAFE create structured opportunities for young people to experience a workplace. Community and Aboriginal organisations help Maliga Ngura stay connected to local priorities, while commercial customers provide work that can support paid hours and business sustainability.

The partnership with EDAS is also a practical connection across services. A client may need help to keep a home or yard manageable while drawing on health, family or other support elsewhere in the broader network. Maliga Ngura's role is to deliver its agreed service well and work with partners so that people know what support is available. This is particularly relevant when needs change over time and clients or families are navigating several providers.



CONNECTION THROUGH EVERYDAY PLACES

Daralba offered space for community gatherings, training, partner meetings and informal yarns. Catering supported meetings, workshops, celebrations and cultural events. These activities brought people together while giving team members real work and learning opportunities.

For Maliga Ngura, culture is present in everyday practice: Aboriginal governance, respectful relationships, space for community to meet and services shaped around the people receiving them. A coffee and a yarn at Daralba or a familiar worker visiting a client's home can build trust over time.



FINANCIAL PERFORMANCE

REVENUE EXCEEDED $1.24 MILLION, APPROXIMATELY $44,600 ABOVE THE $1.2 MILLION ANNUAL TARGET. AROUND 70% CAME FROM RECURRING SERVICE DELIVERY. JUNE 2026 REVENUE EXCEEDED $176,000, THE ORGANISATION'S STRONGEST MONTH OF THE YEAR.

SELECTED SERVICE REVENUE	AMOUNT
LAWN & MAINTENANCE	$244,035
CLEANING	$226,396
DARALBA KIOSK	$165,083
CATERING	$72,986
CAR WASH	$49,405
TOTAL OF SERVICES LISTED	**$757,905**

The table shows revenue from five service areas, rather than total organisational revenue.

Maliga Ngura operated close to break-even and did not reach its target 15% surplus margin. As the organisation grows, improving the operating margin while sustaining investment in staff, equipment and service quality remains a priority.

The year's result reflects a period of workforce and operational expansion, but it also leaves a clear financial task: convert service growth into a stronger and more reliable surplus. Better reporting, recurring contracts and careful planning across service lines will help management and the Board monitor whether growth is sustainable.

The five service figures also show why diversification matters. Home services provide a substantial base of recurring activity; Daralba, catering and Car Wash offer other sources of work and places to develop staff skills. Those streams bring different costs and operational demands. Their contribution should be judged through both service quality and financial performance, especially while the organisation is close to break-even.

A STRONGER ORGANISATION

GROWTH REQUIRED BETTER OVERSIGHT. MAINTAINX IMPROVED SERVICE SCHEDULES AND COMPLETION RECORDS INTO ONE SYSTEM, GIVING STAFF AND MANAGERS CLEARER VISIBILITY OF WORK AND FOLLOW-UP. GOVERNANCE, FINANCIAL REPORTING, OPERATIONAL PLANNING AND POLICIES WERE STRENGTHENED.

Maximising MaintainX gave frontline teams access to scheduled jobs and service information and a way to record completion. Managers could more easily identify missed work and follow-up requirements. This replaced a less consistent process and improved the visibility needed to plan staff time and report on delivery as the client base grew.

Regular team meetings, leadership development and clearer procedures supported a workforce operating across different sites and services. The Board and management also worked on financial oversight and compliance, so that expansion could be matched by accountability and consistent service standards.

The organisation continued to improve checks, induction, training and safety practices across NDIS Worker Screening, Working with Children Checks, Police Checks, First Aid and CPR, risk management and incident reporting. The website launched in June 2026 and attracted more than 100 new users in its first month. The next step is to track enquiries and conversion more consistently.

Staff checks and training covered worker screening, Working with Children Checks, Police Checks, First Aid, CPR, induction and policy reviews. Safety work included manual handling, hazard identification, incident reporting and risk management. These controls are especially relevant for staff working in private homes, outdoor environments, kitchens and around vehicles.

The first month of the new website brought more than 100 new users. A central customer relationship management system and clearer enquiry measures are planned so future reports can connect public awareness with actual service uptake.

WHAT WE WILL MEASURE BETTER

Client feedback was positive. However; in 2026-2027, Maliga Ngura plans to measure five things; how likely clients are to recommend us (Net Promoter Score), how many clients stay with us, service results, staff growth and financial health.

Service totals, client feedback and revenue each answer a different question. This framework will define which visits and clients are counted in each stream, capture client outcomes consistently, and distinguish financial-year data from later updates. This will make comparisons across years useful to community, staff, partners and the Board.

With consistent definitions and dates, future reports could pair work completed with timeliness, client experience and any follow-up required. That would show whether larger service volumes are being delivered well.



PRIORITIES FOR 2026–27

MALIGA NGURA WILL CONSOLIDATE THIS YEAR'S GROWTH AND BUILD CAPACITY WHERE DEMAND IS STRONGEST.

By 2030, Maliga Ngura aims to support more people, offer stronger Aboriginal career pathways, deepen its role in aged care and grow enterprises that can sustain community benefit. Its test will be practical: people supported well, staff able to build careers, and an organisation financially capable of continuing that work.

The immediate financial priority is a stronger operating margin, following a year in which revenue exceeded target but the planned surplus was not achieved. The immediate service priority is to maintain trust as work expands: clear scopes, reliable scheduling and listening to client feedback. The immediate employment priority is to turn increased demand into skilled roles and leadership opportunities. Reporting these aims against agreed measures next year will make progress and challenges visible.

The first 90 days are intended to establish a customer relationship management system, document standard operating procedures, strengthen business development and progress Supply Nation and Buy NSW registrations. Marketing work will focus on enquiry volume, response times and conversion, giving the organisation a clearer view of which activity brings people into services.

- Expand home support and referrals through Australian Unity and other aged care and Home Care Package providers.
- Grow kiosk and catering, commercial Cleaning and Lawn & Maintenance, and Car Wash opportunities.
- Develop Aboriginal employment, traineeships, mentoring and leadership pathways; progress the proposed Elsa Dixon grant application.
- Embed a customer relationship management system, standard operating procedures and stronger service and impact reporting.
- Progress Supply Nation and Buy NSW registrations and improve the tracking of enquiries and new business.
- Improve operating margin, workforce compliance, equipment and fleet capacity while keeping services reliable and culturally responsive.

The longer-term aim is to be a trusted Aboriginal-led provider of practical community services on the Darkinung Country, with growth judged by the opportunities created and the outcomes experienced by community.

Across home services, the priority is to reach more clients through aged care and self-managed Home Care Package pathways without weakening reliability or cultural responsiveness. Social enterprise priorities include growing Daralba patronage and catering, commercial cleaning, fleet work for the Car Wash and suitable new enterprise opportunities.

Within the workforce, the focus is paid Aboriginal employment and progression into management, supported by training and mentoring. Compliance, safety, digital systems and fleet capacity must grow with service delivery. Client outcomes and retention, workforce development and operating margin will give a more complete view of whether the expansion is working.

BOARD OF DIRECTORS



VICKIE PARRY
CHAIRPERSON



LINDSAY HARDY
BOARD MEMBER



STACY PARRY
BOARD MEMBER

EXECUTIVE LEADERSHIP TEAM



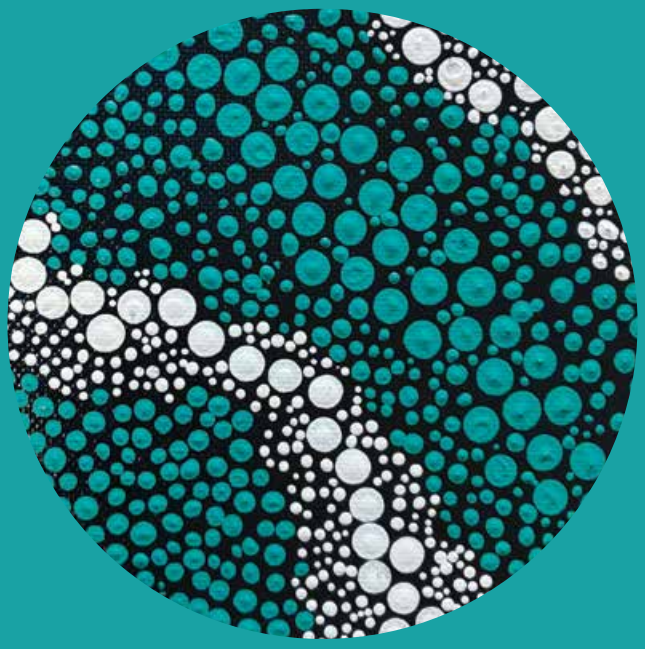
BELINDA FIELD
CHIEF EXECUTIVE OFFICER

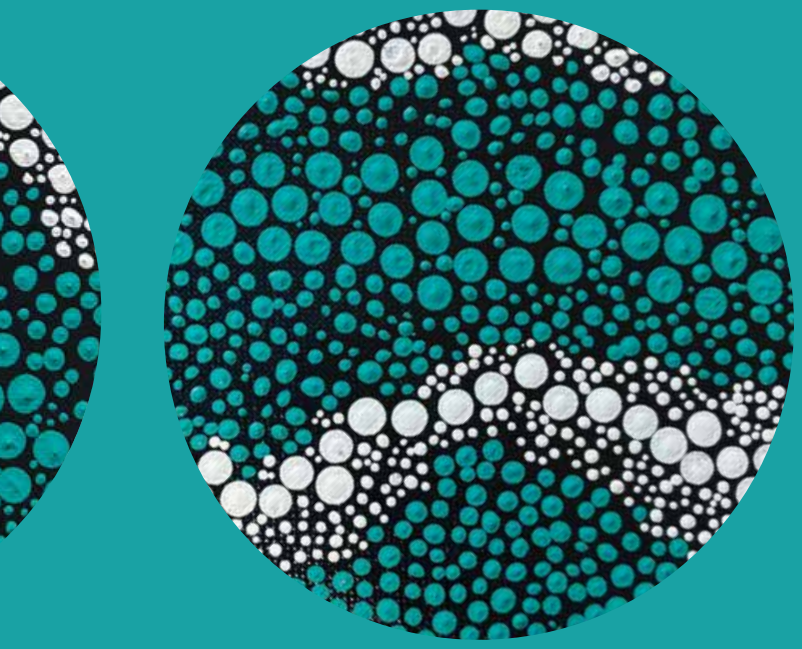


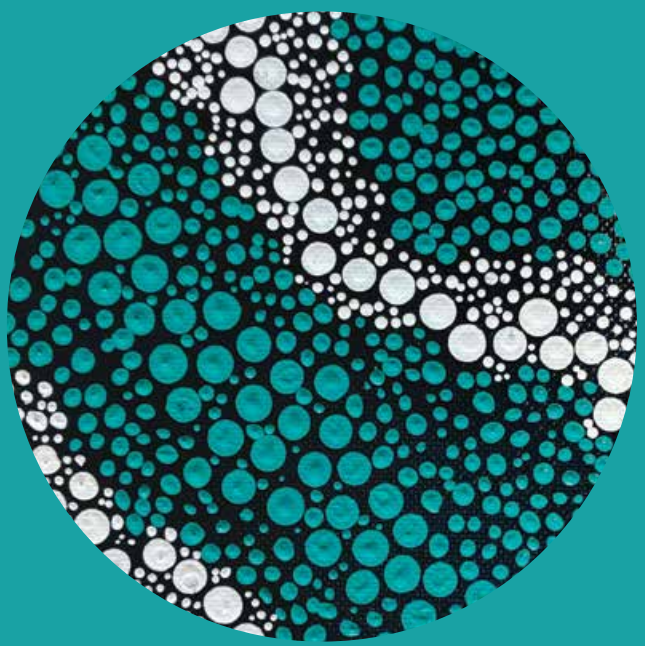
AMANDA EYLES
GENERAL MANAGER



DARREN FITZGIBBON
CHIEF FINANCE OFFICER







Maliga Ngura
SHINE ON COUNTRY SERVICES

GROWING COMMUNITY, CREATING OPPORTUNITY, STRENGTHENING CULTURE.

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