

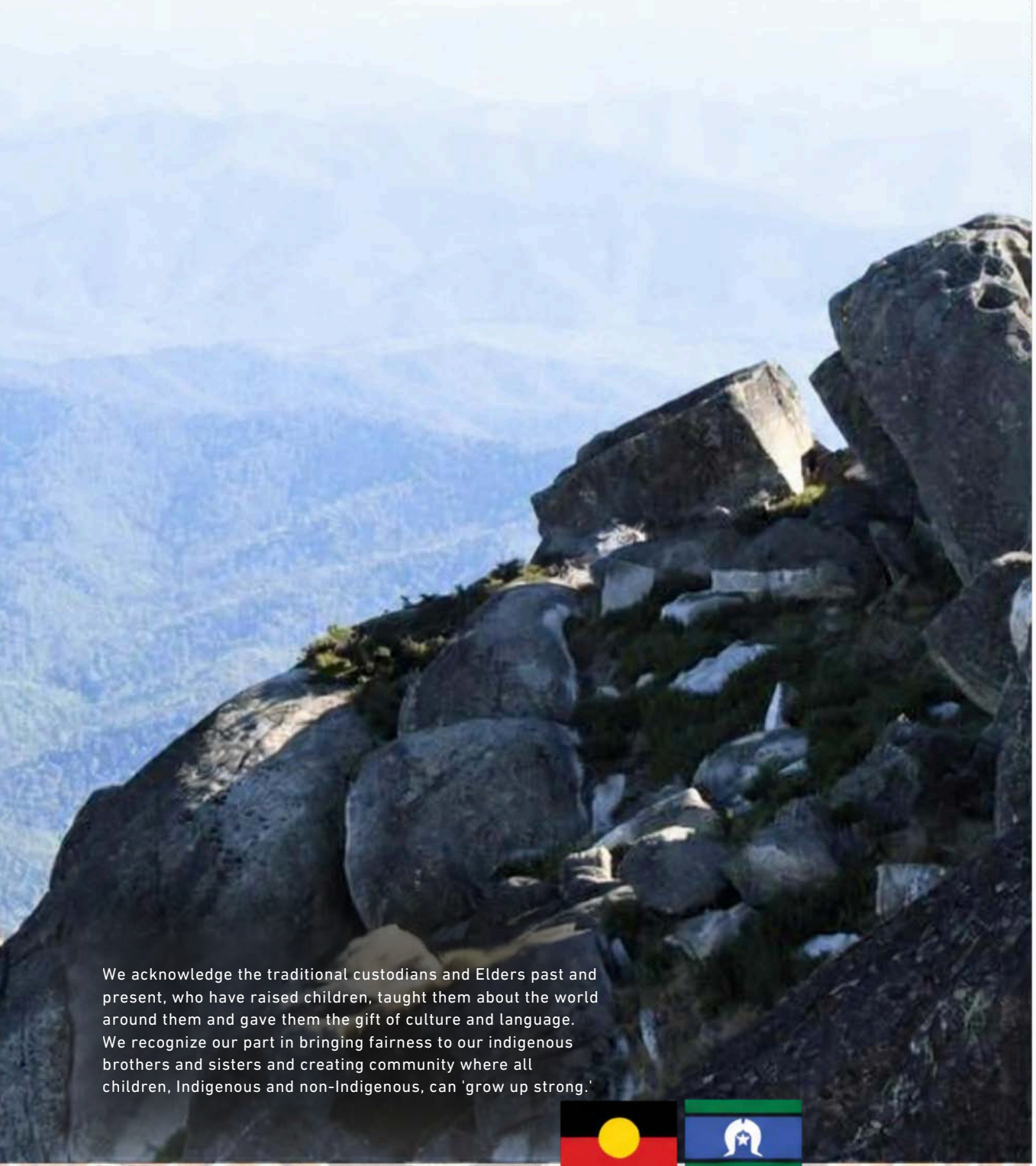
2026

umfc

Upper Murray Family Care

ANNUAL REPORT

OUR YEAR OF IMPACT



We acknowledge the traditional custodians and Elders past and present, who have raised children, taught them about the world around them and gave them the gift of culture and language. We recognize our part in bringing fairness to our indigenous brothers and sisters and creating community where all children, Indigenous and non-Indigenous, can 'grow up strong.'

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We support diversity and inclusivity and welcome all people to our service, regardless of race, religion, gender or sexuality.

About UMFC

Our Purpose

Strengthening and caring for families and children since 1979

Our vision for our communities

Every child and young person is cared for.

Our purpose

Together we support our families and communities so that we hear the voices of our children, young people and families to support them to heal, rebuild and lead meaningful lives.

Our values

We recognise that the child and young person's voice is paramount. We walk alongside children, young people and families to achieve positive outcomes and sustainable change with:

- **unwavering integrity**
- **passionate optimism**
- **brave collaboration**
- **determined advocacy**
- **considered empathy**

Since 1979 Upper Murray Family Care (UMFC) has been transforming lives across North East Victoria and Southern New South Wales.

As a trusted community services organisation, UMFC supports children, young people, individuals and families through life's challenges, helping them heal from adversity, rebuild their lives and create brighter futures. Through compassionate, child and person-centred services, UMFC strengthens wellbeing, fosters resilience, and helps build safer, more connected communities.



Our UMFC
Board & Executive

Helping shape the future of our organisation

Our Board



Tracy McCrohan
Board Chair



Robyn Gillis
Deputy Chair



Jacqui Vaughan
Treasurer



Dean Bocquet
Board Director



Catherine Coysh
Board Director



Meagan Hill
Board Director



Marni Jones
Board Director



Cam Saunders
Board Director



Paul Robb
Board Director

Our Executive Team



Tom Mulvaney
Chief Executive Officer



Kath Kerin
Executive Director
Child, Family and
Community Services



Marcus Porter
Executive Director
Finance and Strategy



Melinda Carlyle
Executive Director
Care and Legal Services

UMFC Life Members

The Very Reverend David Thawley	1989	Alan Cracknell	2005
Frank Maestrioanni	1989	George Pender	2005
Shirley Rutherford	1991	Gillian Mallinder	2008
Lou Lieberman	1993	Sue Blake	2011
John Taylor	1994	Jeff Wittig	2011
Graham Andrew	1994	Jill Knights	2011
Berta Laubli	1995	Phil Oates	2015
Betty McLean	1999	Lester Sawyer	2016
Rhonda Stein	2000	Robyn Norton	2019
Violet Coles	2001	Greg Pearl	2020
Nancy Mason	2005	Luke Rumbold	2022

Hear from
Our CHAIR & CEO

Joint Message from the UMFC Board Chair and Chief Executive Officer



Tracy McCrohan and Tom Mulvaney

As we reflect on the 2025-26 financial year, we are proud of the impact Upper Murray Family Care has had across our communities. This year was marked by transformation and collaboration as we supported children, young people, families and individuals to heal, rebuild and lead meaningful lives. Through the dedication of our staff, volunteers, carers, partners and supporters, UMFC helped more than 10,600 people across 17 local government areas and 115,000 square kilometres in regional North East Victoria and Southern NSW.

Throughout the year, we made significant progress against our Strategic Plan 2024-28. We continued to strengthen our workforce and organisational culture through our Sanctuary implementation journey, enhancing our organisation-wide trauma-informed approach. We progressed major transformation initiatives including the rollout of our new client management system, and expanded partnerships that improve outcomes for children and families. We strengthened our advocacy for policies and investment that improve outcomes for regional children, young people and families, while elevating lived experience to inform system reform.

Tom was very pleased to join UMFC as Chief Executive Officer, while Tracy was excited to transition from her longstanding Board role to Chair. Together, we share a strong commitment to people, community impact and organisational excellence. We thank Kath Kerin, who served as interim CEO for much of the year, supported by a leadership team that ensured continuity of service and UMFC's ongoing impact.

Our impact is reflected not only in the numbers, but in the stories of hope and resilience shared throughout this report. These outcomes are made possible through our place-based approach, strong local partnerships, and the trust our communities place in us.

We extend our sincere thanks to Dean Bocquet and Paul Robb as they retire from the Board after 13 and 9 years of service respectively, with Dean also serving 7 years as Board Chair. Throughout their tenure, both made significant contributions through thoughtful leadership, sound judgement and a strong commitment to our purpose. Dean and Paul leave with our deep appreciation for their time, expertise and commitment. Their contribution will have a lasting impact. On behalf of the Board and the wider organisation, we wish them both good health and much enjoyment in the years ahead.

Financially, UMFC remains in a strong and sustainable position. While we recorded a planned operating deficit of $1.69 million, this reflected deliberate investment in service delivery, organisational transformation and the strategic utilisation of reserves to strengthen future capability. With stable government funding, strong cash reserves and significant debt-free property assets, UMFC is well positioned to continue investing in innovation, workforce capability and community impact. We do so from a position of strength, supported by more than $21 million in property, cash and investment holdings. Families across our region face growing complexity and need. As reserve-funded projects conclude, we are focused on building a sustainable service system, expanding our impact and delivering the final stage of our strategy.

On behalf of the Board and Executive, we extend our sincere thanks to our staff, foster and kinship carers, volunteers, funding partners, donors and community stakeholders. Your commitment, expertise and generosity enable us to deliver on our vision that every child and young person in our communities is cared for. Together, we are building stronger families, safer communities and brighter futures, and we look forward to continuing this important work in the year ahead.

Tracy McCrohan
Board Chair

Tom Mulvaney
Chief Executive Officer



Our year at a glance
Our Impact



"UMFC helped me get my life back after a really difficult time for myself and my kids"

-Client of Family Services

160 dedicated staff

9,533 phone calls and website contacts supported by our Client Experience Team

6,619 adults supported

3,991 children and young people supported

7,006 adults and children supported by The Orange Door Ovens Murray

Our impact this year was reflected in the stories of children, young people, individuals and families who felt supported, valued and empowered.

Through strong partnerships and evidence-informed practice, we improved wellbeing, strengthened connections, and helped create positive outcomes across our communities.



100% of Hume Riverina Community Legal Service clients better understood rights and legal options

455,704 kilometres travelled by our staff in fleet vehicles for outreach

15 generous volunteers engaged and supported

235 amazing foster and kinship carers

10,610 people supported through our services

17 Local Government Areas covered

Accomplishments & **Transformation**

Driving change through advocacy, innovation and education

Transformation and Client Management System Enhancement

The UMFC Transformation team this year continued to drive operational efficiency through the automation of key corporate processes, strengthening our cybersecurity posture through ongoing security uplift initiatives and streamlining reporting requirements.

The rollout of our unified client management system continued to progress throughout this financial year, supporting more integrated, efficient and responsive service delivery.

The BRAVE Project

(Building Rights, Advocacy, Voice & Empowerment)

> **"The most significant achievements of BRAVE have been the increased engagement and support to clients who may not otherwise have accessed services.**
>
> -Program Practitioner

The BRAVE Project ensures a more connected response for families experiencing family violence across North East Victoria. The project reflects a long-standing partnership between Centre Against Violence, the Hume Riverina Community Legal Service and Child and Family Services at UMFC- expanding through the inclusion of the latter to enable integrated legal, family violence and family support responses.

Since delivery commenced in September 2025, the project supported **93 clients** and delivered **148 legal services,** demonstrating **strong demand for integrated services**.

The partnership has improved access to legal assistance, enhanced referral pathways and increased opportunities for collaboration and shared learning among practitioners. Regular workforce development sessions strengthened practitioner knowledge and confidence, contributing to more coordinated support for clients, earlier identification of legal issues, and improved referral pathways across partner organisations.

Digital Impact: Community Reach and Engagement

Our digital communications increased awareness of our support services and key community issues, helping connect people with important services, resources and support information through Facebook, Instagram and LinkedIn.

1.9 MILLION
social media views, reach & impressions

18,199
page visits

14,100
social media page visits

12,200
visits to our website



Accomplishments & **Transformation**

More support for foster and kinship carers through Carer Hubs

UMFC established a **Carer Hub model** in Mansfield to strengthen and support foster and kinship carers through a network of five dedicated Carer Leads. These experienced carers provide peer support, practical guidance and wellbeing-focused activities, helping carers navigate challenges, build confidence and feel connected in their caring role. By creating opportunities for carers to connect locally, share experiences and access tailored support, the model strengthens peer networks and enhances carer wellbeing.

Building on the success of the Mansfield model, UMFC successfully secured funding from the Department of Families, Fairness and Housing (DFFH) to expand the **Carer Hub initiative** to Benalla. This expansion will enable more foster and kinship carers to access localised support, strengthen community connections and enhance the sustainability of foster and kinship care across the region.

UMFC also delivers the **Care Collective** model, which provides short-term, home-based care for children during times of change. Children are supported by a collaborative care team comprising foster carers, UMFC case managers and support workers, Child Protection, and the Australian Childhood Foundation.

The model offers stability, flexibility and continuity whilst assessments are conducted to support successful transitions to foster care, kinship care or family reunification.



It's been fantastic getting together and talking with other carers".

-Foster Carer

Celebrating Foster and Kinship Carers

By opening their home to a child in need, Alex and Amy are two of UMFC's 235 carers helping create brighter futures for children in care.

Alex and Amy have two children of their own and one foster child currently living with them.

Alex who also experienced living in care as a child, thinks fostering is ***"just a great experience"***.
He stated of his own foster parents growing up ***"they really gave me the same opportunities and outcomes as if I was their own child"***.

Amy states ***"the support we get has been amazing"*** and ***"it's been such as privilege watching our foster child grow and change and turn into who he is as a person.".***

Foster and Kinship Carers change lives by providing safety, belonging and hope when children need it most. Our carers come from all walks of life and truly make a difference.



235
amazing foster and kinship carers

Bushfire Response

UMFC took a proactive and responsive role in supporting the Towong community throughout the recent bushfire emergency.

Staff rapidly mobilised to assist foster carers in affected areas with emergency evacuation plans, and provided a steady presence and practical help within relief centres. This included offering emotional support, coordinating access to essential services, and ensuring vulnerable families were connected to immediate care.

UMFC also shifted internal resources to strengthen community outreach, prioritising safety, continuity of support, and clear communication during a period of significant stress and displacement. The Financial Counselling and Capability Team supported recovery by providing disaster relief information and advice to those affected as well as an increased presence in the affected communities. The Hume Riverina Community Legal Service increased outreach and partnership activities, collaborating with recovery services, health providers and sector partners to deliver legal assistance and support recovery efforts.

Performance highlights
Strategic Plan 2024-28

"Upper Murray Family Care's performance against our Strategic Plan reflects a purposeful and sustained focus on achieving positive outcomes for the communities we serve. Across our strategic priorities, we have made significant progress through strong partnerships, responsive service delivery, and a commitment to innovation and excellence. These achievements demonstrate our organisation's ability to translate strategy into action while remaining adaptable to change and focused on delivering lasting social impact."

Kath Kerin, Executive Director Child, Family and Community Services

Strategic Priority 1-Our people are our most valued asset and we care about them

- Trauma-informed culture- successfully completed two out of three years of Sanctuary implementation
- Staff supervision and development framework completed
- Operations and program teams reflect a more cohesive organisational culture, with improved efficiencies, steamlined processes, and a stronger sense of unity across the workforce.

Strategic Priority 2-We invest in organisational transformation and program innovation

- CSNET implementation progressed with a number of program roll outs in the first phases
- The organisation has adopted more digital ways of working
- Child and Family Services Reform was rapidly integrated into improved operating frameworks.

Strategic Priority 3-We advocate for the benefit of our communities

- UMFC, together with Gateway Health and the Centre Against Violence, successfully delivered the Give a Gift Appeal, bringing much-needed support to over **618 children, young people and families** during the Christmas and holiday season
- Carer and Disability Services and Family Relationship Services held open days to promote referral options for local professionals
- Submissions and joint submissions were lodged advocating for action on social determinants of health.

Strategic Priority 4-Our scale and impact

- 100% of contracted targets were met by June 2026 across all UMFC services ensuring effective support for 10, 618 people
- Child and Disability Services auspiced and supported the establishment of the UMFC Alchemy Chorus, a community-led initiative guided by a steering committee of people living with dementia, carers and volunteers
- Over 450 high school students were supported with career pathways information, work experience and through careers expos
- We continue to strengthen cross-sector collaboration to improve outcomes for children, young people and families across the region through deepened partnerships and alliances
- Partnered in the delivery of the Sexual Exploitation Forum in March and the Sector Alliance Symposium in June.

Strategic Priority 5-Together we disrupt trans-generational disadvantage and trauma through holistic and integrated care

Service Innovation

- Partnering with the Towong community on bushfire response and Corryong Intergrated Services Hub Project
- Scaling the UMFC Carer Hub model
- During the 16 Days of Activism Against Gender Based Violence the Child and Family Services team ran 13 storytime sessions across North East Victoria
- We participated in the Wungurilwil Gapgapduir Forum, which explored the key objectives and priorities of the Wungurilwil Gapgapduir agreement, a tripartite partnership between the Aboriginal community, the Victorian Government and community service organisations aimed at improving outcomes for Aboriginal children and families
- In addition to the 112 children and young people who were supported directly by the Hume Riverina Community Legal Service (HRCLS) this year, **595 children and young people** were identified as dependents of parents or caregivers who received support from HRCLS.

100%
of contracted targets were met across all UMFC services ensuring effective support for 10, 618 people



Volunteers & Betty McLean Award

Those generously helping us achieve our vision and purpose

Ashley, making a positive difference in the lives of others

This year's Betty McLean Award goes to

Ashley Sharp.

Ashley has been volunteering with the Interchange Program at Carer and Disability Services (CaDS) for 14 years. During this time Ashley has been a regular, familiar and supportive volunteer with the program which has been an immense comfort to children, young people and families engaging in our services.

Ashley has developed her skills and confidence over this time and is a valued member of the team. She started volunteering 2 days a week and now volunteers three days a week for up to eight hours each week.

Ashley works collaboratively with the CaDS team, is always willing to help staff and participants and is happy to learn new skills. She is reliable, positive, friendly, compassionate and caring and has a genuine interest in supporting and helping children and young people.



"I love volunteering with Interchange because I like kids and supporting them. Volunteering makes me happy"
-Ashley Sharp

Congratulations and thank you Ashley!



15
generous volunteers provided
632
hours of support

Community capability building

Volunteers are an integral part of UMFC, helping create meaningful opportunities for children, young people and adults living with disability and those living with dementia to connect, participate and thrive.

Through our Carer and Disability Services **Interchange Program**, volunteers aged 16 years and up support group activities and family camps, helping participants build confidence, friendships and a stronger sense of community.

Volunteers receive ongoing mentoring, supervision and support, ensuring a positive and rewarding experience.
Their generosity, enthusiasm and diverse skills enrich our programs and make a lasting difference in the lives of participants and their families, which directly enhances community capability.

The **UMFC Alchemy Chorus** is also supported by dedicated volunteers who assist with the running of the choir and help foster a welcoming and inclusive environment where participants including those living with Dementia and their carers can connect, express themselves and experience the wellbeing benefits of music and community.

The UMFC Interchange Program

The Interchange program provides a range of respite, social and recreational opportunities to children and young people, including young adults living with disability, their carers and families. Our Interchange staff work directly with individuals, their families, carers and volunteers to build strong community connections and support options.
Interchange hosts morning and afternoon Group Activities and Holiday Group Activities aligned with Victorian school terms as well as two family camp's a year.

The program also offers tailored one on one supports to help young adults living with a disability to build independence, develop relationships, skills and stay connected to their community through the NDIS Supports for Young Adults program.

Interchange NETWORK

Together we make
a difference























Claire Harris





BRKLYN

Service **Reports**

Our impact through client outcomes and service delivery



Care
Services

Providing safe, stable, and nurturing home-based care for children and young people through foster care and kinship care arrangements, while supporting carers and families to achieve positive outcomes

103 Foster Care Placements

431 respite placements provided

235 Foster and Kinship Carers Supported

7 carer trainings provided including life story work, first aid, trauma impact and more



"I am loved, this is a safe place"

-foster child in care with a UMFC carer

Enhanced support for foster and kinship carers

Throughout 2025-26, the program enhanced support for carers through recruitment, assessment and support services, Permanent Care Assessments, Kinship First services, case contracting, Targeted Care Packages, and the development of Carer Networking Hubs.

Key achievements included the revitalisation of the Carer Assessment and Support Team (CAST) team to support enduring relationships between young people and carers beyond age 18, and the **transition of 11 children into permanent care** arrangements. These initiatives reflect the program's commitment to helping children thrive in family-based care while building the capacity, resilience and connectedness of foster and kinship carers.

From Stability to Reunification: A Decade of Kinship Care Leading to Lasting Change

A significant milestone was achieved for two children who have spent the past 10 years in stable kinship care after entering care due to family violence and parental substance misuse. Through dedicated case management, targeted support funding, and ongoing permanency planning, the children's father was supported to address historical protective concerns and rebuild strong relationships with both the children and their kinship carers. Following successful overnight visits commencing in June 2026, reunification is now being actively considered as the future case direction.

Melinda Carlyle, Executive Director Care and Legal Services commented ***"this case demonstrates the value of long-term kinship care in providing stability and connection for children while maintaining family relationships. The commitment of the kinship carers over the past decade, combined with the father's sustained efforts to address historical protective concerns and rebuild trust, has created a pathway towards reunification. The proposed change in case direction to reunification represents a significant and positive outcome for the children, reflecting the importance of permanency planning, family restoration, and collaborative support from carers and practitioners."***

Investing in Carer Wellbeing

Investing in the wellbeing of those who care for others remained a key focus throughout the year. Sanctuary Model Self-Care Check-In Plans were introduced to support carers to reflect, recharge and build resilience, reinforcing the importance of self-care in sustaining long-term caring relationships.

The Care Services team also embedded Sanctuary Community Meetings into care team meetings and training sessions, creating more connected, psychologically safe environments where staff and carers can share, learn and problem-solve together. This approach has further strengthened UMFC's trauma-informed culture and enhanced collaboration across the care community.



Carer and Disability
Services

Support for carers and those living with disability

Providing services and opportunities for people living with a disability, their carers, and support networks, including Interchange for children and young people up to age 25, flexible short-term support for carers, volunteering opportunities, and a community chorus for people living with dementia and their carers.

15 Volunteers

43 children and young people supported by our Interchange Program

232 carers supported

306 families supported

1,444 hours of service delivery across all programs



"Ted loves to sing and he really looks forward to coming along to the UMFC Alchemy Chorus each week where he gets to connect with other men living with dementia".

-Jennette, wife of Ted, both pictured above

Giving care to those who care for others

The Support for Carers program supports those caring for loved ones or friends with short term flexible support. Regular carer support groups operate across Beechworth, Wodonga, Wangaratta and Myrtleford.

One participant explained of their group experience:
"having a coffee and a smile, a laugh and a cry in a non judgmental space is great for my stress outlet".

Inclusive camps for the whole family

In addition to its morning, afternoon and school holiday group programs, twice each year the Interchange Program hosts much-loved family camps that bring together local families caring for a child or young person living with a disability.

These camps provide opportunities for the whole family, including parents, carers, children and siblings, to connect with others, build friendships and enjoy a fun and inclusive weekend together. Funding through the Victorian State Government's *Support for Carers Additional Respite Program* helps ensure these highly valued experiences remain affordable and accessible.

"The whole experience was amazing the staff were so accommodating and helped. The activities were amazing, I had so many new experiences and made amazing memories with my kids which was the greatest ever."

-Parent participant, Interchange Family Camp

A joy filled, inclusive choir building harmony

Each Tuesday morning Carers, their person living with dementia and volunteers come together at the UMFC Alchemy Chorus to sing, share stories, build friendships and support one another, as they sing, move, play instruments and share in an activity together.

Often, we see carers and their person sharing a special moment singing to one another, holding hands, reminiscing and smiling. Such as when Ted sang Baby Face to his devoted wife Jennette. Ted, who is living with dementia, loves to sing wartime songs and Australian folk songs such as *I'm going back to Yarrawonga* and *The Road to Gundagai*. Jennette values the opportunity to engage in an activity as a couple that brings them both so much joy. Ted said it is important for both him and Jennette to get out and socialise with others in the community and he likes talking to others about the benefits of the chorus. Jennette said ***"we appreciate the staff for all their help and kindness, we enjoy their feedback, it is when we have little problems they really make us feel special. Thank you."***

Child and Family **Services**

Walking alongside children and families to create a safe, secure and healthy future

Child and Family Services (CaFS) provide in home and community outreach support for children, young people and families to strengthen their relationships, build resilience, and enhance their connections within their communities.

Through early education, family support, and therapeutic interventions, we help create safe, nurturing environments where children can learn, grow, and thrive.

"Through one of the hardest times of our lives, you were there to support us, guide us, and help keep us safe."

-CAFS client

Responding to the needs of local families

The most common support needs for families accessing CaFS services this year included:

- Support for parents and carers to understand and respond to their children's behaviour
- Support for those experiencing, or who have experienced, family violence.

Qspace and Preschool Field Officer Programs

In partnership with Drummond Street Services, the Qspace Program provides free counselling and mental health support to the LGBTQIA+ Community and their families. This program focuses on mental health, relationships, families, and parenting.

In Child and Family Services the Preschool Field Officer Program supports Educators and Early Childhood Teachers to build confidence, knowledge and skills. They support the access, inclusion and participation of children with additional needs in a kindergarten program.



More than half of families (53%) supported in an intensive capacity reported progress towards their family goals through our Child & Family Action Plans and feedback surveys, including stronger family relationships, greater parenting confidence, and increased feelings of safety.

628 Families supported

702 children and young people supported

615 parents and carers supported

12% of clients identified as Aboriginal and/or Torres Strait islander



A Journey of Growth and Resilience

When a local family first engaged with UMFC's Family Services program, they were experiencing significant social isolation, had never enrolled their children in school, and faced complex health and developmental challenges.

Through patience, trust-building, and consistent support, the family made extraordinary progress. Today, all school-aged children are attending school full-time, the youngest child is thriving in kindergarten, and all children are receiving the health care and developmental support they need.

The family described the support as "life-changing", reflecting the power of empathy, persistence, and partnership in helping families overcome barriers and build brighter futures for their children.

Child Wellbeing

The Orange Door

UMFC are a proud partner of The Orange Door, offering family Violence and Child Wellbeing help and support

Seeking safety and connection

The large majority of people accessing The Orange Door this year were seeking a connection to services, support for mental health and wellbeing, safety and security supports or basic material needs

Changing the trajectory for a Young Person using violence

A young person nearing adulthood sought support for their use of violence. Having experienced significant childhood trauma, including family violence, neglect, substance misuse, and Child Protection involvement, they had largely missed opportunities for individual therapeutic support as the oldest sibling in the family.

Through a trauma-informed approach, the Orange Door Child Wellbeing practitioner helped this young person build insight into the links between their experiences, trauma responses, and use of violence. This led to engagement with a clinical psychologist to address underlying trauma and develop anger management strategies, as well as connection to cultural supports to strengthen identity, safety, and belonging.

By intervening early in adulthood and responding to the young person's readiness for change, the practitioner helped create a pathway towards healthier relationships, reduced risk of future violence, and greater potential for this young person to avoid involvement with the justice system.

The Orange Door brings together a range of services through a partnership model, enabling individuals and families to access support without having to navigate multiple services or repeatedly retell their story.

Operated by the Victorian Government, UMFC is a partner organisation for The Orange Door Ovens Murray. To support the safety and wellbeing of children and families, The Orange Door connects families to services that provide ongoing safety and wellbeing support.

Within this model, the UMFC Child Wellbeing team ensures a strong focus on the needs of children and young people in the context of family violence and child wellbeing.

Linking children and young people at risk with support

During the financial year 688 comprehensive child wellbeing assessments were completed.

32.56% of children and young people engaged were supported through allocations to core services and 67.44% were supported through referrals to specialist services.

3,091 children and young people supported across the Ovens and Murray Orange Door (TOD)

3,915 adults provided a response across TOD

110 clients required an interpreter

16.4% of clients identified as Aboriginal and/or Torres Strait Islander

15.45% of clients reported they were living with a disability



688 comprehensive child wellbeing assessments were completed this year.

by The Orange Door staff

Family Relationship **Services**

Impartial and objective assistance to families impacted by separation and/or divorce.

881 referrals into our programs

4,619 client and support person sessions

147 children and young people supported

679 adults assisted through our programs



Guiding separated families to healthier relationships

Family Relationship Services (FRS) consists of family law programs funded by and under the policy responsibility of the Attorney-General's Department.

The programs within FRS aim to provide alternatives to formal legal processes for families who are separated, separating or in dispute, to improve their relationships and make arrangements in the best interests of their children.

Programs include Children's Contact Service, Family Relationship Centre Family Dispute Resolution (Mediation), Family Counselling and Parenting Orders Program (children's therapeutic Jigsaw Program and Building Better Bridges Parenting Group).

"The Contact Service is fantastic, honestly it doesn't feel like supervised visits, it's homely"

-Parent involvbed with the Children's Contact Service

Life changing, child and family centred outcomes

A client of FRS stated they could not speak more highly of the service they have received over the past 12 months and spoke about feeling incredibly supported by the FRS team, particularly the Children's Contact Service.

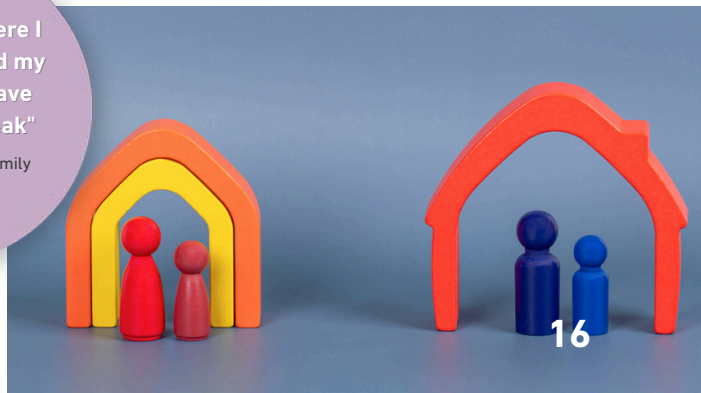
After thirteen years of no contact the separated parents were able to sit together in the same room and participate in a positive mediation discussion focused on their children's needs.

The father spoke about his need for ongoing guidance from the mother so he can be the best father possible, while the mother shared her need to continue building trust. Both parents agreed to be guided by the child's needs and wishes and to maintain open communication with each other.

The family developed a short-term plan regarding care arrangements and will continue to be guided by their child's wishes moving forward, changeovers will now occur at one of their homes. Throughout the mediation, their focus remained on improving communication both with each other and with their child.

"You met me where I was at, respected my positions and gave me space to speak"

-Parent involved in Family Dispute Resolution



Hume Riverina Community Legal **Service**

Advancing fairness in the legal system through the strategic provision of trauma-informed, client-centred legal assistance, community legal education, and advocacy and law reform to address systemic barriers to justice.

Improving access to justice across our region

HRCLS is a generalist, place-based, cross-border, community legal centre improving access to justice in the regional communities of 17 local government areas across North East Victoria and the Southern Riverina of New South Wales.

We provide legal assistance in civil and family law to those who are most in need; people experiencing barriers to accessing justice who have intersecting legal and non-legal problems.

HRCLS is intentional in bringing a community development and collaborative approach to service provision to ensure people receive holistic care. This is achieved through integrated partnerships, including health justice partnerships with local, place-based, community, education, health, and family violence services.

993 clients provided with **1,999** legal assistance services

881 adults supported

112 children and young people directly supported, with an additional **595** indirectly supported as dependents of our adult clients

16.4% of clients identified as Aboriginal and/or Torres Strait Islander

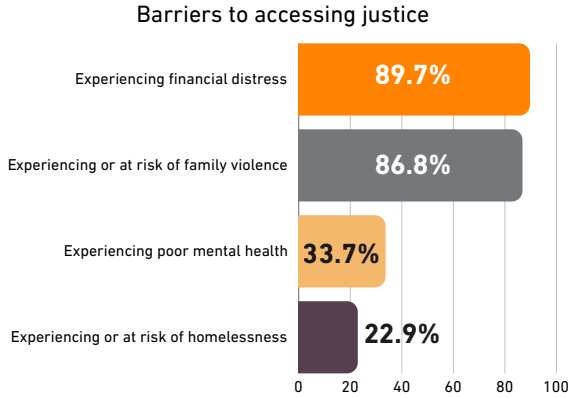
48.1% clients from single parent households



Who we supported

Top 5 legal problems we assisted clients with:

- Family and domestic violence intervention orders
- Family Law- parenting arrangements
- Credit and debt
- Victim compensation
- Family Law- property settlements



Our Programs

Invisible Hurdles: Overcoming Invisible Hurdles for Justice for Young People.
For almost a decade, Invisible Hurdles has helped young people affected by family violence overcome barriers to justice through a four-way partnership between HRCLS, Albury Wodonga Aboriginal Health Service (AWAHS), North East Support and Action for Youth (NESAY), and Wodonga Flexible Learning Centre. By providing accessible legal support, education and self-advocacy opportunities, the program empowers young people to address legal issues early, build confidence and strengthen their voice in the community.

Bagaraybang Bagaraybang Mayinygalang: Empowering and Alleviating

Bagaraybang Mayinygalang supports Aboriginal peoples across North East Victoria and the Southern Riverina to access culturally safe legal assistance that improves wellbeing and reduces the impact of legal problems. Through its partnership with AWAHS, the program continues to empower community, strengthen knowledge sharing, and help address long-standing inequalities.

Holistic Assistance and Legal Outreach (HALO)
HALO provides integrated legal and health support for people experiencing poor mental health, ensuring legal problems are addressed alongside broader wellbeing needs. Through its partnership with Gateway Health, the program delivers holistic, wrap-around assistance that helps vulnerable individuals overcome barriers, reduce stress, and achieve lasting positive outcomes.

Hume Riverina Community Legal **Service**



57 Community Legal Education presentations were delivered to **656** community members including clients and other service providers

52 law reform and advocacy activities were completed

134 secondary consults to service providers

8 Integrated partnerships

Escaping Family Violence, Securing Stable Housing

Family Law/Family Violence Practice

After years of experiencing ongoing family violence, including financial, coercive and systems abuse, Elina* faced homelessness, significant debt and complex health challenges while living on a disability pension. With limited English and no capacity to afford private legal assistance, she accessed ongoing support from Hume Riverina Community Legal Service across family violence, debt, housing and property settlement matters.

Through sustained legal advocacy over several years, including representation in intervention order proceedings and assistance to navigate her former partner's persistent abuse of systems, Elina was able to secure a property settlement that allowed her to remain in her home. She now has long-term safety, housing security and improved wellbeing, and is working towards finalising her divorce with ongoing support from HRCLS. Her story demonstrates the transformative impact of accessible legal services in helping victim-survivors of family violence achieve safety, stability and independence.

*name changed for privacy

Restoring Hope Through Holistic Legal Assistance

Civil Law

Holistic legal support was provided to a young Aboriginal man living with disability, low literacy and longstanding housing instability. Having experienced discrimination, family violence and financial exploitation, he faced significant barriers to achieving stability and accessing justice.

Working alongside the client and a network of local support services, HRCLS addressed multiple interconnected legal issues, including debt, housing advocacy and victims of crime assistance. Through this coordinated approach, HRCLS secured the waiver of more than $7,000 in debt and $5,000 in victims of crime compensation. These outcomes provided significant financial relief, recognised the harm the client had experienced, and supported his journey toward greater stability, wellbeing and independence.

Client satisfaction

- **100% of clients** surveyed reported they agree or strongly agree that HRCLS helped them better understand their rights and responsibilities
- **100%** reported they agree or strongly agree that HRCLS helped them understand how to deal with their legal problem
- **90%** reported they agree or strongly agree that after getting help from HRCLS, they can more easily recognise when something is a legal issue
- **100%** reported that they know where to get help if they have another legal problem in the future.

Hume Riverina Community Legal Service acknowledges funding from the Commonwealth Attorney-General's Department, the Victorian Department of Justice and Community Safety, Victoria Legal Aid, and the Victorian Legal Services Board Grants Program, for the provision of services. We are also funded by the Australian Government, NSW Government and the Public Purpose Fund through the Community Legal Centres Program administered by Legal Aid NSW.

Financial Counselling and **Capability**

Building financial confidence and managing money goals

358 advocacy and Support sessions provided

100% of clients assessed following intake

$605,999 dollars saved for our clients



"I felt paralysed, inadequate, a failure in my one and only go at life. When I was referred to UMFC, my life literally changed over a matter of months. Your wise, practical, empathetic guidance has possibly, literally, saved my life."

-financial counselling client

Support,education and advocacy around financial barriers

The Financial Counselling and Capability team support people within our region who are experiencing financial disadvantage and vulnerabilities, working to improve their financial situation.

Some of the ways in which support is provided include:

- Budgeting and money management strategies
- Debt collection process and fines
- Financial hardship agreements
- Government concessions and entitlements
- Accessing community support
- Prevention of utility disconnection
- Preventing repossession of house/car
- Bankruptcy and the alternatives
- Referrals to other supports ie. emergency relief
- Saving goals
- One-on-one appointments or group workshops.

"I learned skills that helped me manage my debts, keep my home, and plan for my future."

-financial counselling client

Assertive outreach through

Wangaratta Therapeutic Community (Gateway Health)
Beechworth Correctional Centre
Open Door Neighbourhood House
Odyssey House Benalla
Benalla Health
Corryong Foodshare
Corryong Health

Peter's Story: rebuilding stability and hope

Peter* sought financial counselling while managing recovery from addiction and facing significant financial stress, including mortgage, rates, and utility arrears that had put his home at risk. He felt overwhelmed and believed he may need to sell his home.

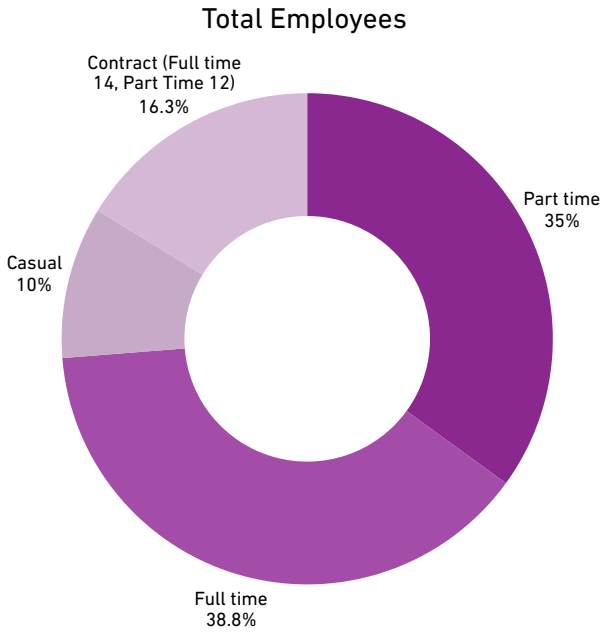
Through advocacy, hardship arrangements, budgeting support, and negotiations with creditors, Peter was able to stabilise his finances and avoid selling his home. At the same time, he continued his recovery journey with support from health and community services, achieved and maintained sobriety, secured part-time employment, and improved his overall wellbeing. Financial counselling not only reduced immediate financial pressures but also empowered Peter with the skills, confidence, and financial security needed to plan for a more positive future.

*name changed for privacy

Our People

Our most valued asset

Together, we create an organisational culture where we care for and empower our people to achieve their potential and collectively make a positive difference in the lives of the peopel and communities we support.



Embedding a Culture of Safety and Healing

The Sanctuary Model is an evidence-based, trauma-informed model that everyone at UMFC learns and implements together

Over the past 12 months, UMFC has continued to strengthen implementation of the Sanctuary Model, reinforcing trauma-informed, culturally responsive, and psychologically safe practice across the organisation.

Sanctuary principles and tools are increasingly embedded in service delivery. UMFC also completed its mid-way assessment through the MacKillop Institute, which recognised the organisation's strong progress.

"As UMFC enters the final year of formal implementation, Sanctuary is becoming increasingly integrated into organisational systems, policies, practice and culture, providing a strong foundation for the future. -**Melinda Carlyle,** Executive Director Care and Legal Services



Treasurer **Report**

Our financial overview



Jacqui Vaughan
UMFC Board Treasurer

I am pleased to present this report on the financial performance and position of UMFC for the year ended 30 June 2026. Full audited financial statements can be found at the ACNC portal (www.acnc.gov.au).

UMFC recorded a planned operating deficit of $1.69 million (2025: $1.50 million deficit), reflecting the intentional deployment of reserves to advance strategic priorities, strengthen organisational capability, and enhance service delivery outcomes. The result should be viewed in the context of UMFC's strong financial position, substantial asset holdings, sound reserves, and ongoing financial sustainability.

Government funding remained stable at $20.97 million (2025: $20.75 million), reflecting continued confidence in the quality and impact of our services. Income from services also increased to $316,794 (2025: $282,242), supporting further revenue diversification.

Throughout the year, UMFC continued to realise the benefits of its transformation program. Key initiatives included internally funded trial programs, the rationalisation of facilities, refinement of cost allocation methodologies, and ongoing optimisation of systems and operating practices. These changes have strengthened accountability, improved operational efficiency, and enhanced our ability to direct resources to areas of greatest community impact.

UMFC remains financially strong, with cash and term deposits of $6.94 million and four debt-free properties valued at $14.4 million. This solid balance sheet provides the capacity to invest in services, infrastructure, innovation, and workforce capability while maintaining financial resilience.



We also remain committed to environmental sustainability through increased digital service delivery, reduced paper consumption, recycling initiatives and energy-efficient practices.

Looking ahead, UMFC is well positioned to build on the foundations established through its transformation journey. With strong financial resources, embedded operational improvements, a new Executive and a clear strategic focus, we are well placed to pursue growth opportunities, expand successful programs and strengthen partnerships, to deliver lasting benefits for children, families and communities.

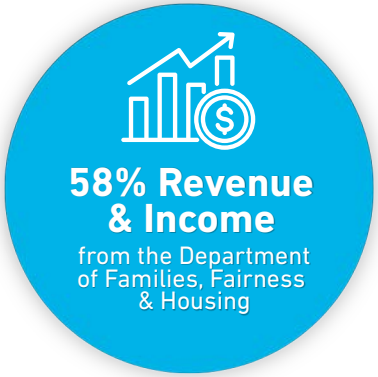
On behalf of the Board, I thank our funding partners, donors, volunteers, staff and stakeholders for their ongoing support and commitment. Together, we have built an organisation that is financially sound, strategically focused and ready to embrace the opportunities ahead.

Financial
Summary

Income Statement for the Year Ended 30 June 2026

	2026 $
Ongoing Programs & Operations	
Revenue & Income	23,163,841
Employee Related Expenses	(17,959,661)
All Other Expenses	(5,342,730)
	(138,550)
Concluded Programs	
Revenue & Income	71,358
Employee Related Expenses	(364,350)
All Other Expenses	(43,543)
	(336,535)
Transformation Projects	
Employee Related Expenses	(169,313)
All Other Expenses	(24,677)
	(193,990)
Other Projects	
Employee Related Expenses	(55,579)
All Other Expenses	(116,807)
	(172,386)
Operations Net (Deficit)	**(841,461)**
Financial Statement Adjustments	
Revenue & Income	(1,203,944)
All Other Expenses	352,514
Total Financial Statement Adjustments	(851,430)
Net (Deficit)	**(1,692,891)**

The operational result shown above reflects the underlying performance of our services during the year. The statutory financial result differs due to accounting requirements, including the recognition of certain grant income under AASB 1058 and the recording of accruals and non-cash accounting adjustments that do not directly reflect operational activity during the reporting period



Statement of Financial Position as at 30 June 2026

	2026 $
Current assets	
Cash and cash equivalents	217,086
Investment Holdings	6,721,896
Receivables	491,159
Prepayments	132,223
Total current assets	7,562,364
Non-Current Assets	
Properties	14,212,638
Plant & Equipment	1,270,725
Total Non-Current Assets	15,483,363
Total Assets	**23,045,727**
Current Liabilities	
Payables	1,362,269
Borrowings	106,659
Employee Provisions	1,730,526
Total Current Liabilities	3,199,454
Non-Current Liabilities	
Employee Provisions	48,596
Borrowings	284,461
Total Non-Current Liabilities	333,057
Total Liabilities	**3,532,511**
Net Assets	**19,513,216**
Equity	
Retained Surpluses	13,350,996
Asset Revaluation Reserve	6,162,220
Total Equity	**19,513,216**



Please note:
The Summary Statements have been derived from and are consistent with the audited Financial Statements which are available at www.acnc.gov.au



How you can support **UMFC**

You can help us achieve our vision and purpose in many ways

Every day, UMFC works alongside children, young people, families and individuals across our region to help build stronger, more connected communities. Community support plays a vital role in enabling us to extend our reach, respond to emerging needs and create opportunities for those who may otherwise miss out on assistance.

Become a Foster Carer
Opening your home to a child or young person can be life-changing. Foster carers provide safety, stability and support, helping children and young people thrive during challenging times. UMFC offers training, guidance and ongoing support every step of the way.

Donate
Every contribution, large or small, helps enhance the services and opportunities available to local people. Donations assist us to provide practical support, enrich program experiences and respond to community needs where funding may not always extend.

Volunteer
Volunteers make a meaningful difference across a range of UMFC programs and activities. By sharing your time, skills and experience, you can help create positive experiences and stronger outcomes for local children, young people and families.

Other Ways to Make a Difference
We welcome conversations with individuals, community groups, businesses and organisations interested in supporting our work. Whether through sponsorships, workplace giving, philanthropic partnerships, fundraising initiatives, or other collaborative projects, there are many ways to contribute.

umfc.com.au/you-can-help/

To discuss how you can support UMFC and the local community, please contact us on **(02) 6055 8000** or email **admin@umfc.com.au** to arrange a conversation.

Our Networks & **Partnerships**

Meaningful outcomes built through strong community connections

- Albury Wodonga Aboriginal Health Service
- Albury Wodonga Health
- Albury Wodonga NAIDOC Committee
- Albury Wodonga Volunteer Resource Bureau
- Alchemy Chorus Canberra
- Alpine Shire Council
- Australian Childhood Foundation
- Australian Catholic University
- Beechworth Correctional Centre
- Benalla Rural City Council
- Birallee Neighbourhood House
- Centre Against Violence
- Centre for Excellence in Child and Family Welfare
- CFC Foundation
- City of Wodonga
- Corryong Integrated Services Hub
- Corryong Mental Health Hub
- Community and Place Based Network
  (Family Life, CaFS Ballarat, Mallee Family Care, GV Family Care, Brophy Family and Youth Services)
- Consumer Affairs Victoria
- Dementia Australia
- Drummond Street Services
- Family Relationship Services Australia
- Family Safety Victoria
- Financial Counselling Australia
- Financial Counselling Victoria Inc.
- Flexible Learning Centre
- Food Share Corryong
- Foster Care Association of Victoria
- Fostering Connections Joint Marketing and Operations Working Group
- Gateway Health
- Hume Bank
- Indigo Shire Council
- Interchange Inc.
- Junction Support Services
- Legal Aid NSW
- Lions Club of Wangaratta
- Mansfield Shire Council
- Mungabareena Aboriginal Corporation
- Multicultural Interagency Network
- North East Local Learning & Employment Network (NELLEN)
- Northeast Support and Action for Youth
- Ovens Murray Child and Family Services Alliance
  (Benalla Rural City Council, Gateway Health, Junction Support Services, MacKillop Family Services, Mansfield Shire, Mungabareena Aborginal Corporation, NESAY, Queen Elizabeth Centre, VACCA, Wodonga Council, The Orange Door, DFFH)
- Rural City of Wangaratta



We gratefully acknowledge and thank all those who have supported our work throughout the year, including many valued contributors who may not be individually listed. Your ongoing commitment, generosity and partnership continue to make a meaningful and lasting impact.

- Safe & Together Institute
- On Country Pathways
- The MacKillop Institute
- The Terry Floyd Foundation
- The Women's Centre for Health and Wellbeing
- Towong Shire Council
- Victorian Aboriginal Child and Community Agency
- Victorian Council of Social Service
- Victorian Legal Aid
- Victorian Legal Services Board Grants Program
- Wodonga Flexible Learning Centre
- Wodonga TAFE
- Women's Domestic Violence Court Advocacy Services

Pro bono Partners

Adaptbl
Berrill & Watson
Clayton Utz
Hall & Wilcox
Justice Connect
Lander & Rogers
Maddocks

Government Partners

Through the ongoing support of our funding bodies, UMFC is able to provide a range of services and programs that strengthen our local communities.

Commonwealth Government
Attorney-General's Department
Department of Health
Department of Social Services

NSW Government
NSW Department of Communities and Justice

Victorian Government
Department of Education
Department of Families, Fairness and Housing
Department of Health
Victorian Department of Justice and Community Safety

Our Communities
We Support



Upper Murray Family Care supports those living in our communities across North East Victoria and Southern NSW.

The UMFC Qspace program can support people Victoria wide.

umfc

Upper Murray Family Care

UMFC Wodonga
Head Office

27–29 Stanley Street
Wodonga VIC 3690
PO Box 735
Wodonga VIC 3689
02 6055 8000

Carer and Disability Services

76 Nordsvan Drive
Wodonga VIC 3677

Family Relationship Centre

282 Beechworth Road
Wodonga VIC 3677
02 6057 5399
frs@umfc.com.au

The Orange Door Wodonga

27–29 Stanley Street
Wodonga VIC 3690
1800 271 157
oma@orangedoor.vic.gov.au

UMFC Wangaratta

36 Mackay Street
Wangaratta VIC 3677

Hume Riverina Community Legal Service

L1, 9 Stanley Street
Wodonga VIC 3690
02 6055 8090
cls@umfc.com.au

Family Relationship Services

681 Young Street
Albury NSW 2640

The Orange Door Wangaratta

60 Reid Street Wangaratta
VIC 3677
1800 271 157
oma@orangedoor.vic.gov.au

umfc.com.au

Support Us

Find out more about volunteering, becoming a carer, donating and other ways you can help us achieve our vision that every child and young person is cared for.

Visit **umfc.com.au/you-can-help/**

@Upper Murray Family Care (UMFC)

admin@umfc.com.au

Landscapes & CEO/Chair image Credits: North South Media

At UMFC, safeguarding the privacy and confidentiality of children and young people is paramount. To protect their identities, we do not use photographs of the children and young people we support. Instead, some stock imagery has been used throughout this publication to reflect the people, families and communities we work alongside.

Upper Murray Family Care Limited is incorporated under the Corporations Act 2001 (Cth) as a company limited by guarantee

ABN 99 081 624 768, ACN 081 624 768