



Elouera Association Ltd

2025 ANNUAL REPORT

“Proudly providing quality services to Cootamundra and surrounding communities for over 50 Years”



Elouera Association Ltd

Board Members 2024-25

Chair – Tim Mahon

Vice Chair – Norma Oddy

Treasurer – Debbie Rogers

Ordinary Members

Paul Braybrooks

Robert Junge

Katie Thompson

John Edwards

Gareth Jones

Board Meeting Attendee's (Non-Board / Non-Voting)

Ward Gaiter – Chief Executive Officer (June 2024 – December 2024)

Shona Neale – General Manager

Sharon Roberts – Office Manager/Secretary

Auditor

Bush & Campbell Chartered Accountants – Wagga Wagga

Legal Representative

Walsh and Blair - Cootamundra

Management Team in 2024-25

Ward Gaiter – Chief Executive Officer (June 2024 – December 2024)

Shona Neale – General Manager

Sharon Roberts – Office Manager

Cassie Malone – NDIS Manager

Lee-Anne Kessell – Administrative Assistant

Emily Harris - Head Teacher

James Simmons – Manager Elouera Hire

Glenn McParland – Supervisor Elouera Recycling Young

Aaron Lewis – Supervisor Elouera Recycling Cootamundra

Tracey Turner - Supervisor Elouera Laundry

Gail Lienesch – Manager Elouera Centre

About Elouera Association

Where We Came From – A Brief History

Elouera Association Ltd grew from the Elouera Special School, which was established following a public meeting in 1969 that formed a committee to create the school.

From humble beginnings in a local church hall, the school moved to its current location in the mid-1970s.

In the early 1990s, our employment arm began with four employees who joined us from an ADHC program. Starting with gardening work from a small shed, we now operate four businesses across two towns, employing a number of people with a disability.

In 2007, we expanded into day services with the opening of the Elouera Centre, completing a “full circle” from the school’s early history. Today, these services operate from two locations.

We provide meaningful employment to adults with a disability, operate a school, and support individuals through Day Services, in addition to one-on-one community supports.

Elouera Association Ltd is a dynamic organisation. With the NDIS enabling greater flexibility, we can continue to be creative in meeting people’s needs and making a meaningful difference in the lives of individuals with a disability.



Elouera Association Ltd

Chair Person's Board Report 2024-25

Members, Fellow Directors and Staff

Welcome to our Annual General Meeting.

To the members of the board, thank you for entrusting me with the role of chairperson. The first few days in the role were interesting, but as the year progressed, I think that the board has as well.

As a board I am confident that we have grown more comfortable with our roles, the discussion at meetings is showing an increased willingness to ask questions and contribute thoughtful insights. One recommendation that has come out of the governance training is that boards need to spend more time discussing rather than reading reports. The governance training will be of benefit.

Shona congratulations on your first year as General Manager, even though you have been doing the job for the best part of two years. The manner you have taken on the role, the concern shown for the association, your staff and the clientele has been very impressive. Congratulations.

Good things are happening at the school. This time last year we were concerned about our numbers, but we are near capacity. This has a positive influence on the staffing allocation. There are challenges with different high support needs that are being seen, but this also allows additional staffing to deal with these challenges.

The work associated with the successful grant will start before the end of the month. This will continue to build on the resources and facilities available for the students. It is an exciting time for the school.

It is intended that the continued implementation of the strategic plan for Elouera Hire will address concerns around the profitability of Hire. The partnership with Southwest Fuel is welcome and this allows the association access to markets not only for the ice, but for the briquettes when in full production.

The continued support of the Hicks family is noted and greatly appreciated. There are challenges for Hire, but we are a disability employment agency and we are, through Hire, improving people's lives.

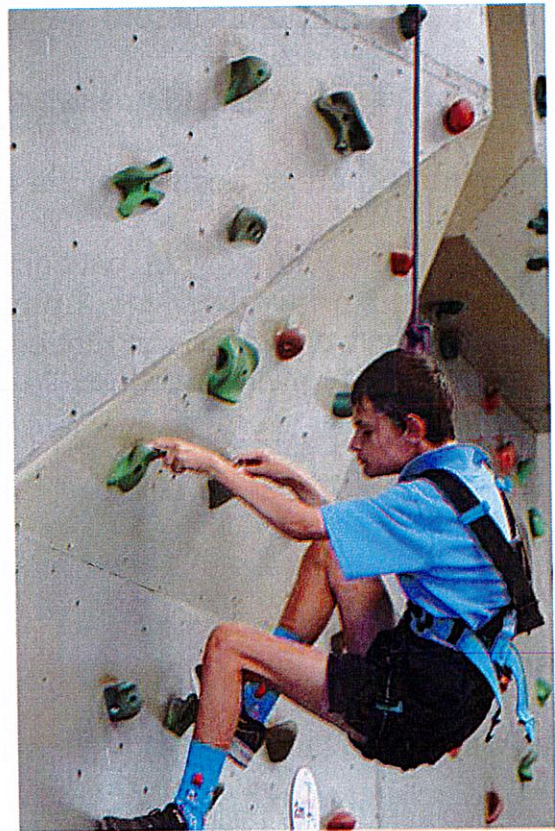
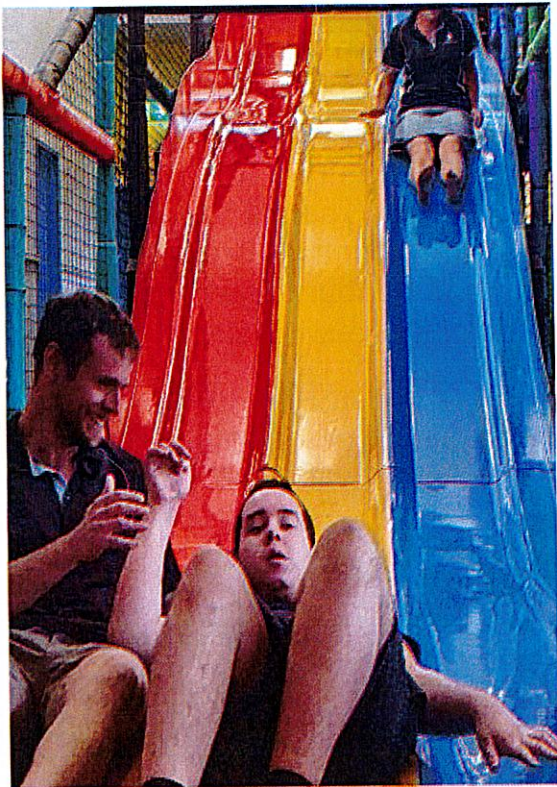
A few points to highlight what I consider to be reflective of what has been achieved this year:

- Day services have benefited from the investment in Sutton Street, with improvements to access and safety.

- The successful contract negotiation with the Cootamundra Gundagai Council regarding the recycling and the annual increase in line with CPI.
- The equipment upgrades as shown by the bobcat at Young, the buses, the equipment for the ice a Hire.
- The continuing relationship with South West Fuel.
- The work being undertaken at the school, plus the pleasing enrolment numbers.
- The functioning of the front office with the inclusion of Lee-Anne, the clarity of role and the harmony demonstrated.
- The role of the senior staff at all sites.
- The inclusion of new staff and new board members.
- The Enablement Award. The Most Outstanding Employer in the Disability Sector in Australia 2025.
- The Health and Safety record
- The continue support and positive profile we have in the community, and
- The strong financial position of the association.

To the board thank you for your patience as I played tourist. Thanks to Norma for chairing meetings in my absences. I promise to be in the country more often next year. We are simply custodians of Elouera Association and honour the work of those that have gone before us and our role is to pass onto those who follow us in a healthy condition.

Tim Mahon
 Chairperson
 Elouera Association Ltd



General Manager Report 2024-25

We have had another successful year at Elouera Association Ltd. Our services have continued to grow, and we have made several significant investments to support the ongoing development and success of the organisation. While the year brought its share of challenges, we also celebrated many achievements.

Our dedicated team of staff continues to be the driving force behind our strength and success. In 2025, Elouera Association Ltd was proud to win the Enablement Awards as the Most Outstanding Employer in the Disability Sector in Australia.

School

We have seen significant growth in our student numbers this year, with strong enrolments already secured for next year. As a result, we are planning to implement a waitlist going forward.

Our passionate and dedicated staff have had a successful year, supporting students to grow and achieve their full potential.

We currently operate five classrooms, and this will continue next year.

Throughout the year, we have made a number of improvements to the school, including a beautiful mural that all staff and students thoroughly enjoyed contributing to, the addition of feature rocks, and vehicle upgrades. The entrance redevelopment and the new therapy and sensory room are all due to commence soon and are expected to be completed in time for the new year.

Social Enterprises

Elouera Association Ltd operates four social enterprises: Elouera Recycling in Cootamundra and Young, Elouera Laundry, and Elouera Hire in Cootamundra.

We have experienced growth in employee numbers, which has been a positive development at our locations, and we hope to see this trend continue in the coming years.

Recycling

Both of our recycling plants have been performing well, and we continue to invest in them to minimise breakdowns and downtime. We are proud to acknowledge several employees who have reached 30 years of service and congratulate them for their dedication and hard work.

A new Bobcat was purchased for Recycling Young, which has been a welcome addition to the plant. We were also successful in negotiating a five-year contract extension with the Cootamundra Gundagai Regional Council for the Cootamundra MRF. We remain committed to making a meaningful difference through the work we do.

Laundry

The laundry has been busier than ever, with increasing customers across all areas of the business. We are planning to expand into additional space at the back of the laundry to accommodate more machines, helping us keep up with current and future demand.

Our staff and employees do a fabulous job with a smile, and the laundry remains a well-used and valued service within the community.

Hire

We have invested a significant amount of money into the business to purchase much-needed plant and equipment. All areas of the business are performing well, and our ongoing commitment to invest where required will support continued growth and ensure the business moves in the right direction.

The business is quite diverse, offering car and trailer hire, ice, cleaning and lawn care services, party and equipment hire, secure document shredding, and briquette manufacturing, which is now underway and preparing to start production.

We have experienced good growth in employee numbers at this location, and we hope to see this continue. With ongoing investment, this business has the potential to thrive and continue servicing the local community and surrounding areas.

Day Centre

We have experienced significant growth within our day services and are currently operating close to capacity.

The programs at the Elouera Day Centre continue to be creative and engaging for all participants, while ensuring individual needs are met, skills are enhanced, and involvement within the community is maximised. We offer a range of services, from group-based programs to one-on-one support in the community.

We operate two centres, both providing a welcoming environment with excellent facilities. Throughout the year, we have completed a range of activities, actively engaged with the local community and surrounding areas, and purchased a number of new vehicles to support our programs and services.

Travel

We have not undertaken any holidays this year; however, we have a trip planned for next year to the South Coast, which everyone involved is looking forward to.

We hope to continue the program and are looking at planning additional exciting holiday destinations in the future.

The Board

The Board is responsible for setting the direction of the organisation, establishing its goals, and ensuring it is well-managed while meeting all legal obligations.

The Board also serves as the school's governing body, and each member is required to undertake governance training to meet NESAs requirements.

We currently have eight Board members, and our constitution allows for up to nine members.

Management and Head Office

Our head office is led by General Manager Shona Neale, who also serves as the principal of the Elouera Special School. The General Manager attends board meetings in a non-voting capacity.

Sharon Roberts, Office Manager, oversees accounts and acts as the Secretary on the Board, a non-voting role.

Cassie Malone, NDIS Manager, manages all aspects of NDIS.

Lee-Anne Kessell, Administrative Assistant.

Our head office is a small team for the size of the organisation, but we work collaboratively to achieve the best outcomes for the organisation and the community we serve.

Going Forward

We want to continue to grow and provide quality supports to the local community and surrounding areas.

We will continue to invest in all aspects of the organisation, including our staff, facilities, and programs, to ensure we meet the evolving needs of the people we support.

Building on our achievements, we aim to strengthen community partnerships, enhance participant outcomes, and provide a safe, welcoming, and inclusive environment for all.

Our ongoing commitment will ensure that Elouera Association Ltd remains a trusted and respected organisation.

Shona Neale
General Manager
Elouera Association Ltd



Elouera Special School Report

The past 12 months have been another highly successful year for Elouera Special School. Our strong reputation across the region continues to grow, thanks largely to the positive word-of-mouth support from our families. As a result, enrolment numbers remain very high. For the first time in recent memory, we will be introducing a waitlist for 2026, with enrolments already at full capacity—31 students. Given the high needs and young age of next year's intake, we are unable to accept any further students. These numbers clearly reflect the ongoing success and strong standing of our school.

While our reputation is already excellent, I believe we can strengthen it further by building closer partnerships with other schools and becoming more visible at local events and exhibitions.

Staffing

This year, we were delighted to welcome new staff members to the team. Their enthusiasm and fresh perspectives have had a very positive impact on the school. Although still gaining experience, both Elyssa and Alex have shown great skill, adaptability, and initiative, quickly learning to meet the diverse needs of our students while contributing valuable ideas to enhance our learning environment.

Challenges and Workload Management

The past year has not been without challenges. The large number of students, each requiring time and attention to build rapport and understanding, has significantly increased administrative workloads. Combined with staff shortages, high leave requests, and the complex needs of our students, this made for an exceptionally busy and, at times, overwhelming year.

To address these pressures, we have begun implementing new systems to better support staff wellbeing and efficiency. This includes a revised roster ensuring all staff take regular breaks away from the classroom, and providing teachers with additional time to complete administrative tasks such as parent communication and daily reports.

Shona, Sharon, Kylie, Maddi, and I have continued to collaborate on strategies to manage increasing workloads and expectations, aiming to streamline administrative processes and reduce the risk of staff burnout. We anticipate that 2026 will be a more settled year, with fewer new enrolments and staff changes, allowing these systems to take full effect.

Industrial Relations

The introduction of the new Multi-Enterprise Agreement presented some initial challenges, with conflicting advice received from the Association of Independent Schools and the Independent Education Union causing confusion among staff. Fortunately, Shona and Sharon worked closely with the team to clarify all concerns, ensuring that all agreements were signed and implemented smoothly.

Therapy Services

We have also seen an increase in the number of therapists using the school to conduct sessions. While therapy remains a vital component of our students' educational programs, it has been necessary to establish clearer procedures to minimise classroom disruptions. Teachers are responsible for their whole class and cannot always be available at short notice. The new therapy rooms included in the upcoming school development will greatly assist in ensuring these new procedures are followed.

Facilities and Maintenance

Our recent school upgrades have brought new life to our campus. The addition of the shade sail, sandpit, mural, granite rock features, garden bed removals, crazy paving, and split systems have all been very well received by staff and students alike. Visitors frequently comment on how wonderful our grounds look, and we look forward to showcasing further improvements once the next stage of development is complete.

We also faced some maintenance challenges this year. A slow leak beneath the playground was identified and successfully repaired by Mark Pitchford, restoring the health of our grassed areas. Additionally, the recent storm caused significant damage, but thanks to Shona's quick response, all issues were promptly addressed and resolved.

Curriculum and Compliance

Teaching staff have been diligently reviewing and refining their documentation to ensure that all programs align with our curriculum statement and meet NESAs registration requirements. Our next school inspection and compliance assessment is scheduled for Term One, 2026.

Student Achievements and Activities

We are immensely proud of the wide range of activities and experiences our students have participated in throughout the year. These opportunities contribute greatly to their development and wellbeing. Over the past 12 months, our students have taken part in:

- Art shows
- Book parades
- Volleyball carnival
- Dress-up days
- Transition programs
- Wishart dance concert
- Swimming activities
- Rugby and other sporting events
- Faith in Action
- Meals on Wheels
- Wheelchair basketball
- Canteen programs
- Excursions and community events

Conclusion

We extend our sincere thanks to the Board, the Head Office staff, and the school staff for their ongoing dedication and hard work. The combined efforts of our Association are the foundation of our school's outstanding reputation and the success of our students. Elouera Special School continues to be a place where every student can grow, learn, and thrive in a supportive and vibrant environment.

Emily Harris (Head Teacher)



Financial Performance

For the year 2024/25, Elouera Association Ltd reported consolidated income of \$6,601,307, compared to \$6,676,986 in the previous year. While administrative, depreciation, motor vehicle, and operating expenses decreased, insurance and staff costs rose. Despite these changes, the Association achieved a strong financial result.

- Total Revenue: \$6,601,307
- Operational Surplus: \$531,304 (income remained higher than expenditure; a slight decline from last year but still a very positive outcome)
- Other Comprehensive Income: \$11,758
- Total Comprehensive Income: \$543,062

The organisation remains in a solid financial position and continues to grow. The increase in employment expenses reflects higher staffing costs, yet the Association maintained a commendable surplus.

Funding and Income Streams

- Government funding for 2024/25 was \$4,527,747, an increase of \$110,929 from the prior year.
- Sales from commercial activities were \$1,895,165, down \$149,346 from the previous year.
- Investment income for the year totalled \$120,980.

The Association maintains separate accounts for each of its key sections:

- Elouera Special School
- Elouera Association Investment Fund
- Elouera Recycling
- Elouera Laundry
- Elouera Association Head Office
- Elouera Centre
- Elouera Travel Program
- Elouera Hire

Separate accounts are also maintained for Plan Management, with income derived solely from monthly management fees. This structure enables close monitoring of each section's performance and accurate reporting to funding bodies.

Balance Sheet Position

As at 30 June 2025, total equity stood at \$8,485,778.

- Total Current Assets: \$9,484,195
- Total Liabilities: \$998,417

Cash reserves and investments increased slightly, and property, plant, and equipment remain a significant component of the Association's assets. The organisation has no external borrowings, only internal loans.

Audit and Governance

Bush & Campbell Chartered Accountants conduct an annual audit of the entire organisation, as well as a calendar-year audit of Elouera Special School. The accounts that follow have been audited by Bush & Campbell and represent a true and accurate position of Elouera Association Ltd as at 30 June 2025.



About Elouera Special School

Elouera Special School is a registered independent school catering to students with moderate or severe intellectual disabilities, multiple disabilities, or autism (with a moderate developmental disability). We follow a life skills-based curriculum aligned with NESA requirements, with a focus on preparing students for greater independence in their adult lives.

Please note that, as a registered non-systemic special school, students do not receive a Record of School Achievement (Rosa) or Higher School Certificate (HSC) at the end of Year 10 or 12.

We currently operate five classrooms, grouped according to student's age and ability. Each student has an Individual Plan developed in collaboration with families, and every class is supported by a School Learning Support Officer (SLSO) to ensure each student's unique needs are met.

School Name & Background

The name "**Elouera**", adopted in August 1970, is an Aboriginal word meaning "pleasant place" or "happy place." While it can also mean "meeting place near the sea," the primary inspiration for our name was to reflect a supportive, joyful environment.

"Elouera" has since become the commercial name for our Disability Enterprises, Community Participation Program, and the parent organisation, Elouera Association Ltd, which is widely recognised in the region for its lifelong commitment to supporting people with disabilities.

School Motto

"Preparing for Life" – This motto reflects our mission to maximise each student's independence and readiness for adult life.

Vision & Mission Statements

Vision Statement – Elouera Association Ltd

To ensure that children with a disability are fully prepared for life and that, as adults, they can achieve their full potential as independently as possible. We aim to provide lifelong services tailored to individual and family needs, fostering community acceptance and inclusion.

Mission Statement

"Elouera Association Ltd, based in Cootamundra, provides quality education, employment, training, and support services for people with disabilities and their families in Cootamundra and surrounding regions."

Contact Details

Elouera Special School

Head Teacher: Emily Harris

☎ Phone: (02) 6942 2064

✉ Email: headteacher@elouera-association.com

📍 Address: 19 Scott Avenue, Cootamundra NSW 2590

✉ PO Box 271, Cootamundra NSW 2590

Head Office (Admin & Funding)

General Manager: Shona Neale

☎ Phone: (02) 6942 6586 or (02) 6942 1505

✉ Email: shona@elouera-association.com

📍 Address: 91-97 Wallendoon Street, Cootamundra NSW 2590

Staffing Structure

- **Legal Head of School:** General Manager, Elouera Association Ltd
- **On-Site Leader:** Head Teacher – Emily Harris, supported by Senior Teacher Kylie Rowan

Teaching Staff

- **Full-time:** Kerrie Blackman, Maddison Spencer, Jamin Hall
- **Part-time:** Jacqueline Cameron, Kylie Rowan, Alexandra Baldry, Emily Harris

School Learning Support Officers (SLSOs)

- Nadia Johnson

- Dana Kable
- Charlotte Cronin
- Bailey Tiernan
- Elyssa Radnedge
- Cody James
- Robyn Carrol

SLSOs assist with classroom support, personal care (feeding, toileting), and student engagement.

Staff Qualifications (2025)

- **Emily Harris** – Bachelor of Arts (BA), Diploma of Education (DipEd), Minor in Special Education
- **Jacqueline Cameron** – Bachelor of Education (Primary), Diploma of Community Services
- **Jamin Hall** – Bachelor of Education (Early Childhood and Primary)
- **Kerrie Blackman** – Bachelor of Education (Primary)
- **Maddison Spencer** – Bachelor of Education (Early Childhood and Primary)
- **Kylie Rowan** – Bachelor of Teaching, Bachelor of Education (Primary), Charles Sturt University
- **Alexandra Baldry** – Master of Primary Teaching, Bachelor of Arts (Psychology)

SLSOs hold various qualifications including Cert III in Teacher's Aide (Special), Cert III in Disability, and Early Childhood Education.

School Hours

- **Teachers:** 8:00 AM – 4:06 PM
- **SLSOs:** 9:00 AM – 3:00 PM (some start at 8:30 AM)
- **Students:** Arrival from 8:45 AM

Staff Retention and Attendance (2025)

- At the beginning of 2025, we had 7 Teachers and 7 SLSO's
- **Total Sick Days** – Teaching Staff: 67 days
- **Total Sick Days** – SLSO's: 47 days

Student Attendance & Retention (2025)

- **Total Students:** 29
- **Attendance Rate:** 91.39%

Retention Rates – Primary (K-6)

Year	Year K&1	Year 2	Year 3	Year 4	Year 5	Year 6
2023	1	2	2	1	0	1
2024	1	3	2	2	3	0
2025	7	0	3	2	3	3

Retention Rates – Senior (7–12)

Year	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
2023	1	1	4	4	7	1
2024	1	1	0	4	3	6
2025	1	1	1	0	3	3

Attendance – Primary (K-6)

Year	Year K&1	Year 2	Year 3	Year 4	Year 5	Year 6
2025	90.29%	N/A	82.80%	88.15%	91.92%	67.36%

Attendance - Senior (7-12)

Year	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
2025	91.05%	64.21%	94.21%	N/A	80.87%	92.63%

Student non-attendance is managed through a proactive, individualised approach that recognises the diverse needs of students in a special school setting. Attendance is monitored daily, with unexplained absences followed up promptly with families. The school works collaboratively with parents/carers and, where appropriate, allied health professionals and external agencies to identify barriers to attendance and develop personalised support strategies. The focus is on promoting student wellbeing, maintaining engagement in learning, and supporting regular attendance while meeting legislative and departmental attendance requirements.

Post-School Destinations

Three students graduated Year 12 in 2025:

- 1 gained employment
- 1 attend the Elouera Centre

Performance in State & National Testing

Due to the moderate to severe intellectual disabilities of our students, all are exempt from national testing, with full parent support.

Professional Development (2025)

- **Annual Policy Review** – Conducted during the early staff meeting
- **Child protection Training** – Conducted during the early staff meetings staff meeting
- **Epilepsy and Emergency Management Training** – April 2025
- **Challenging Behaviour Training** – April 2025
- **CPR and First Aid Training** – July 2025
- **Trauma Informed Practice Training** – July 2025
- **Weekly Staff Meetings** – Minuted and focused on planning, risk, welfare, policies, and student outcomes.

Stakeholder Satisfaction

The school values the relationships and partnerships developed with students, families, and staff. Stakeholder feedback is gathered through ongoing communication, meetings, individual discussions, and day-to-day interactions, supporting continuous improvement across the school.

Parents and carers continue to demonstrate satisfaction with the supportive and inclusive environment provided for students. Families value the strong partnerships with staff, personalised learning approaches, and the school's focus on student wellbeing, engagement, and individual needs.

Students experience a safe, supportive, and engaging learning environment where their strengths, abilities, and individual goals are recognised and supported. Student voice and participation continue to inform opportunities that promote wellbeing, independence, and connection.

Staff demonstrate a strong commitment to collaboration, teamwork, and providing high-quality support for students. Staff feedback and professional discussions contribute to ongoing refinement of teaching practices, school processes, and the continued development of a positive workplace culture.

The school remains committed to working collaboratively with all stakeholders to support positive outcomes for every student.

Achievements in 2025

- Successfully managed the largest influx of new enrolments the school has experienced, developing a strong understanding of student's individual needs, building meaningful relationships, and adapting the curriculum accordingly
- Commenced works for therapy and sensory rooms
- Commenced redevelopment of the school entrance
- Purchased new school buses
- Established strong relationships with therapy service providers and created dedicated spaces to enable students to access essential therapies on site
- Completed playground maintenance and upgrades
- Implemented the new curriculum syllabus and commenced preparation for upcoming syllabus changes

Goals for 2026

- Achieve curriculum registration
- Effective transition and onboarding of new student enrolments
- Maximise the use of new facilities and resources, including therapy rooms and sensory spaces
- Continue to upskilling staff through targeted professional development, particularly in response to evolving student needs
- Implementation and management of new operational systems

Policies

The following key policies are available on our website:

- Enrolment Policy
- Discipline Policy
- Complaints Handling Policy
- Child Protection Policy
- Bullying Policy

📄 View our policies here: www.elouera-association.com



ELOUERA SPECIAL SCHOOL

A.B.N. 20 240 705 660

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2025**

ELOUERA SPECIAL SCHOOL
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

		2025	2024
		\$	\$
Revenue from ordinary activities	2	2,214,133	2,076,351
Administration expenses		(206,154)	(206,154)
Depreciation and amortisation		(84,972)	(124,909)
Insurance expense		(52,024)	(60,489)
Motor vehicle expenses		(23,507)	(14,889)
Staff & employee expenses		(1,276,235)	(1,148,125)
Other operating expenditure		(181,974)	(151,061)
Other expenses		(34,457)	(28,066)
Operating surplus/ (deficit)		<u>354,811</u>	<u>342,658</u>
Other comprehensive income		-	-
Total Comprehensive Income		<u>354,811</u>	<u>342,658</u>

The Statement of Comprehensive Income is to be read in conjunction with the notes to and forming part of the financial statements.

ELOUERA SPECIAL SCHOOL
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

		2025 \$	2024 \$
CURRENT ASSETS			
Cash and cash equivalents	4	2,250,667	2,032,044
Trade and other receivables	5	-	-
TOTAL CURRENT ASSETS		2,250,667	2,032,044
NON-CURRENT ASSETS			
Property, plant & equipment	6	1,857,353	1,669,384
TOTAL NON-CURRENT ASSETS		1,857,353	1,669,384
TOTAL ASSETS		4,108,020	3,701,428
CURRENT LIABILITIES			
Trade and other payables	7	112,543	41,866
Short-term provisions	8	225,610	203,802
TOTAL CURRENT LIABILITIES		338,154	245,668
TOTAL NON-CURRENT LIABILITIES		-	-
TOTAL LIABILITIES		338,154	245,668
NET ASSETS		3,769,867	3,455,759
EQUITY			
Retained Earnings		3,810,570	3,455,759
TOTAL EQUITY		3,810,570	3,455,759

The Statement of Financial Position is to be read in conjunction with the notes
to and forming part of the financial statements.

ELOUERA SPECIAL SCHOOL
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
<u>Retained earnings</u>		
Retained earnings at the beginning of the year	3,455,759	3,113,101
Net Surplus/(deficit) from ordinary activities	354,811	342,658
Retained earnings at the end of the year	3,810,570	3,455,759
Total Equity	3,810,570	3,455,759

The Statement of Changes in Equity is to be read in conjunction with the notes to and forming part of the accounts.

ELOUERA SPECIAL SCHOOL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash receipts in the course of operations		2,214,133	2,076,351
Cash payments in the course of operations		(1,668,533)	(1,601,351)
Net cash provided / (used) by operating activities	9(ii)	<u>545,600</u>	<u>475,000</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for plant and equipment		(313,546)	(350,057)
Proceeds from investments		27,273	-
Net cash provided / (used) by investing activities		<u>(286,273)</u>	<u>(350,057)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Net increase/(decrease) in borrowings		-	-
Net cash provided / (used) by investing activities		<u>-</u>	<u>-</u>
Net increase / (decrease) in cash held		259,327	124,943
Cash at the beginning of the financial period		2,032,044	1,907,101
Cash at the end of the financial year	9(i)	<u><u>2,291,371</u></u>	<u><u>2,032,044</u></u>

The Statement of Cash Flows is to be read in conjunction with the notes to and forming part of the accounts.

ELOUERA SPECIAL SCHOOL
NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2025

NOTE 1 - STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards – Simplified Disclosures including Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board and the *Australian Charities and Not for Profit Commission Act 2012*.

The financial report is for Elouera Special School as a trading division of Elouera Association Limited. Elouera Association Limited is a company limited by guarantee, incorporated in NSW and registered with the Australian Charities and Not for Profit Commission. The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following is a summary of the material accounting policies adopted by the economic entity in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

(a) Property, Plant & Equipment

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

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

The depreciation rates used for each class of depreciable assets are:

Buildings	2.5%
Plant & Equipment	10 – 40%
Motor Vehicles	12.5%

At the end of the reporting period, the school assesses whether there is any indication that an asset may be impaired. The assessment will consider both external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of that asset, being the higher of the asset's fair value less costs to sell and its value-in-use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is immediately recognised in the profit or loss.

(b) Revenue

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is recognised in accordance with AASB 15 on the basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the company expects to receive. Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligation
3. Determine the transaction price
4. Allocate the transaction price to the performance obligation
5. Recognise revenue as and when control of the performance obligations is transferred

ELOUERA SPECIAL SCHOOL
NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2025

NOTE 1 - STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The specific recognition policies of the company's revenue streams are:

Fees and Charges

Revenue from student tuition fees and charges is recognised in the accounting period in which the services are rendered.

Sale of Goods

Revenue from sales of goods and disposal of other assets is recognised when goods are delivered and title has passed.

Interest Income

Interest income is accrued on a time-proportion basis, by reference to the principal outstanding and at the effective interest rate applicable.

Government Grants

Grant contributions from the Commonwealth Government and NSW State Government for financial assistance for operational purposes are recognised as revenue when the School has the right to receive the grant. When the School does not have control of the contribution or does not have the right to receive the contribution or has not fulfilled grant conditions, the grant contribution is treated as deferred income.

Grant contributions of a capital nature are recognised as revenue to the extent that costs have been incurred on the particular capital project. Grant contributions are deferred if at year end capital costs incurred do not exceed grant contributions received.

(c) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

(d) Income tax

No provision for income tax has been raised as the entity is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

(e) Employee Leave Entitlements

Liabilities for employee's entitlements relating to long service leave are stated at current rates of pay including on-costs. Provisions for long service leave are brought to account in respect of those employees with five or more years' service.

Provisions have also been recognised for any annual leave owing to staff at year end.

No provision has been made in these accounts for any entitlements to personal leave on the basis that this leave is non-vesting.

(f) Economic Dependence

The continuing operation of the entity is dependent upon the supply of government grants which is controlled by statutory authorities of the State and Federal Governments.

ELOUERA SPECIAL SCHOOL
NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2025

NOTE 1 - STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(g) Financial instruments recognition

Financial instruments are initially measured at cost on trade date, which includes transaction costs, when the related contractual rights or obligations exist. Subsequent to initial recognition these instruments are measured as set out below.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are stated at amortised cost using the effective interest rate method.

Financial liabilities

Non-derivative financial liabilities are recognised at amortised cost, comprising original debt less principal payments and amortisation.

Impairment – Doubtful Debts

The doubtful debt provision represents amounts that the recoverability of the receivable is doubtful. The provision is measured in accordance with AASB 9 using the expected credit loss method. This requires the company to apply a forward-looking credit loss approach.

The company applies the simplified approach to its trade receivables, and measures the loss allowance at an amount equal to the lifetime expected credit losses.

(h) Comparative Figures

Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(i) Leases

At inception of a contract, the Company assesses whether a lease exists - i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

This involves an assessment of whether:

- The contract involves the use of an identified asset - this may be explicitly or implicitly identified within the agreement. If the supplier has a substantive substitution right then there is no identified asset.
- The Company has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- The Company has the right to direct the use of the asset i.e. decision making rights in relation to changing how and for what purpose the asset is used.

The Company has determined that it is not party to any leases.

(j) Critical Accounting Estimates and Judgments

The board of management evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the entity.

Key Judgements - Provision for Impairment of Receivables

The board of management have reviewed all overdue debtor accounts and have made a judgement that there will be no additional provision for doubtful debts at year end.

ELOUERA SPECIAL SCHOOL

NOTES TO AND FORMING PART OF THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
NOTE 2 - REVENUE		
Fees	3,660	1,560
Grants and subsidies	2,166,201	2,043,067
Interest	20,352	21,964
Other	23,920	9,760
	2,214,133	2,076,351
NOTE 3 - PROFIT FROM ORDINARY ACTIVITIES		
Profit from ordinary activities has been determined after:		
(a) Charging expenses		
Depreciation	84,972	124,909
Auditors Remuneration	10,590	8,616
(b) Significant Income		
Bequests	5,065	4,170
NOTE 4 - CASH AND CASH EQUIVALENTS		
Current		
Cash at Bank - CBA	116,481	86,594
Elouera Assoc Fundraising Account	4,100	4,096
Business Online Account	2,129,637	1,940,954
Petty Cash	450	400
	2,250,667	2,032,044
NOTE 5 - TRADE AND OTHER RECEIVABLES		
Current		
Trade Debtors	-	-
NOTE 6 - PROPERTY, PLANT & EQUIPMENT		
Freehold Land & Buildings - At Cost	1,769,231	1,769,231
Buildings - WIP - At Cost	80,532	-
Less: Accumulated Depreciation	(453,927)	(412,302)
	1,395,836	1,356,929
Plant & Equipment - At Cost	1,027,022	892,037
Less: Accumulated Depreciation	(565,505)	(579,582)
	461,517	312,455
Total Property, Plant & Equipment	1,857,353	1,669,384
i) Movements in carrying amounts		
	<i>Freehold Land & Buildings</i>	<i>Plant & Equipment</i>
Balance 1 January 2025	1,356,929	312,455
Additions	80,532	233,014
Disposals	-	(40,605)
Depreciation Expense	(41,625)	(43,347)
Carrying amount at 31 December 2025	1,395,836	461,517

ELOUERA SPECIAL SCHOOL

NOTES TO AND FORMING PART OF THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	\$	\$
NOTE 7 - TRADE AND OTHER PAYABLES		
Current		
Trade Creditors	35,152	8,889
Accrued Expenses	341	841
GST Payable	44,458	18,152
ANZ Bank Visa Card	-	1,460
CBA Credit Card	4,550	4,834
Other Creditors	28,042	7,690
	<u>112,543</u>	<u>41,866</u>

NOTE 8 - PROVISIONS

Current

Employee Entitlements	225,610	203,802
Total Provisions	<u>225,610</u>	<u>203,802</u>

NOTE 9 - CASH FLOW INFORMATION

(i) Reconciliation of Cash

For the purpose of the Statement of Cash Flows, cash includes cash on hand and at bank. Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Cash on hand	450	400
Cash at bank	2,250,217	2,031,644
	<u>2,250,667</u>	<u>2,032,044</u>

(ii) Reconciliation of Operating Profit to Net Cash Used in Operating Activities:

Profit / (loss) for year	354,811	342,658
Add / (less) non-cash items		
Depreciation and amortisation	84,972	124,909
(Gain)/loss on disposal of asset	13,332	-
	<u>453,115</u>	<u>467,567</u>
Net cash (used) / provided from operating activities before changes in assets and liabilities during the year		
(Increase) / decrease in receivables	-	-
Increase / (decrease) in payables	70,677	(11,589)
Increase / (decrease) in provisions	21,808	19,022
Net cash (used) / provided from operating activities	<u>545,600</u>	<u>475,000</u>

ELOUERA SPECIAL SCHOOL

NOTES TO AND FORMING PART OF THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

NOTE 10 - CONTINGENT LIABILITIES

There are no contingent liabilities as at the end of the reporting period.

NOTE 11 - EVENTS AFTER THE REPORTING PERIOD

Subsequent to the end of the reporting period no item, transaction or event of a material and unusual nature has occurred that would negatively affect the operations of the school, the results of those operations, or the state of affairs of the school.

NOTE 12 - RELATED PARTY TRANSACTIONS

Transactions with related parties are on normal commercial terms and the conditions are no more favourable than those available to other persons unless otherwise stated.

Transactions with related parties consist of:

	2025	2024
	\$	\$
Purchases from Related Parties		
Cleaning services provided by inter-group entity	41,293	40,814
Administration fees by Head entity	206,154	161,018
Balances outstanding as at the end of the period		
Head Office - Amount receivable/(payable)	(28,042)	(7,690)

**ELOUERA SPECIAL SCHOOL
STATEMENT BY COMMITTEE**

In the opinion of the committee of the association the financial report:

1. Presents a true and fair view of the financial position of Elouera Special School as at 31 December 2025 and its performance for the year ended on that date in accordance with *Australian Charities and Not-For-Profits Commission Act 2012*, Australian Accounting Standards – Simplified Disclosures, mandatory professional reporting requirements and other authoritative pronouncements of the Australian Accounting Standards Board.
2. At the date of this statement, there are reasonable grounds to believe that Elouera Special School will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:

Director.....*JM*.....(*CHAIR*)

Director.....*[Signature]*.....(*Treasurer*)

Dated at Cootamundra this 10th day of June 2026

**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF:**

ELOUERA SPECIAL SCHOOL

Opinion

We have audited the accompanying financial report, being a general purpose financial report, of Elouera Special School, which comprises the statement of financial position as at 31 December 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory notes and the Committee's declaration.

In our opinion, the financial report of Elouera Special School has been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of the registered entity's financial position as at 31 December 2025 and of its financial performance and cash flows for the year ended on that date; and
- (ii) complying with relevant Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other responsibilities in accordance with the Code.

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

Information Other than the Financial Report and Auditor's Report Thereon

The committee are responsible for the other information. The other information comprises the information included in the School's annual report for the year ended 31 December 2025 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

Committees' Responsibility for the Financial Report

The committee is responsible for the preparation of the financial report in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the committee determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the committee is responsible for assessing the school's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the school or to cease operations, or has no realistic alternative but to do so. The committee is responsible for overseeing the Association's financial reporting process.

Auditor's Responsibility

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

BUSH & CAMPBELL AUDIT PTY LTD
Authorised Audit Company

David Rosetta
Director

Wagga Wagga
10 June 2026