



child & family care



NDIS  
& mental wellbeing



aged care



annual report  
2024-25

**selectability**  
mental wellbeing and suicide prevention

# selectability

mental wellbeing and suicide prevention

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### selectability House

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[mhhubtsv@selectability.com.au](mailto:mhhubtsv@selectability.com.au)

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### Aged Care

#### Aurukun

Chivaree Centre  
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[agedcare@selectability.com.au](mailto:agedcare@selectability.com.au)

#### Doomadgee

Ngooderi House  
33 Gunnalunja Drive | 1800 133 123  
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#### Mornington Island

Kuba Natha Hostel  
159 Kulthangar Street | 1800 133 123  
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**selectability annual report for 2024-25**  
 selectability presents the 2024-25 annual report which provides a comprehensive account of our performance and achievements for the past year.

**Acknowledgement**  
 selectability acknowledges the Traditional Owners of the land on which we provide services and pay our respects to Elders past, present and emerging.

We acknowledge those with lived and living experience and those who support and partner with us to improve mental wellbeing and prevent suicide across regional Queensland.

# who we are

## Our purpose

To improve the mental wellbeing of people in regional Queensland and contribute to the prevention of suicide.

## Our vision

selectability is the provider of choice for mental wellbeing services and a recognised champion in suicide prevention across regional Queensland.

## Our values

### Commitment

Our recipients, their goals and their rights are everything.

### Accountability

We take responsibility for our actions.

### Compassion

We understand and care deeply about our recipients and our people.

### Innovation

We believe every day is an opportunity to improve.

### Integrity

We do the right thing even when nobody is looking.

### Positivity

We engender courage and passion for a better future.

### Respect

We acknowledge that everyone is different and promote equal human rights.



## Our strategic directions

### Recipient and stakeholder outcome

Supporting the needs of recipient and stakeholders through excellence in care and helping recipient and stakeholders achieve their goals via verified outcomes.

### Growth and expansion to sustainably meet recipient and stakeholder need

Growth in current regions and expansion into new regions to meet recipient and stakeholder need throughout regional Queensland.

### Leadership in service sustainability, innovation, and diversification

Innovating, developing and expanding current and new high quality, financially sustainable and evidence-based services to diversify revenue while meeting the needs of recipients and stakeholders.

### Organisational performance and risk management

Continuing to advance as one of Australia's most respected, operationally secure, risk informed and financially sound service providers.

# who we support

## Our care recipients

selectability provides care to more than 3000 recipients across 18 regions.

We believe that everyone, at all stages of life, has the right to access the best possible care locally. This is why we are committed to making a difference in the lives of regional, rural and remote Queenslanders.

To better reflect our expanding program areas and promote inclusion across the diverse groups we support, we now use the term 'care recipients'. This inclusive term encompasses individuals receiving mental wellbeing support through the NDIS or other funded programs; children and young people engaged in our child and family care services; and older people receiving support through our aged care program.

## Engaging our care recipients for meaningful outcomes

To ensure we provide the highest quality care, we rely on regular input from our recipients.

selectability has a range of channels and tools available to help recipients highlight key service gaps and suggest solutions that support them to achieve their goals.

### **Your Experience of Service (YES) survey**

Each quarter we invite our care recipients to share their experience in a formal survey, known as the Your Experience of Service (YES) survey.

YES is a standardised questionnaire, developed with mental health recipients and based on recovery-oriented principles.

### **Wellbeing Stars**

In 2024, we introduced this evidence-based outcome tool that provides care recipients with a visual representation of their goals and tracks progress through their recovery journey.



# chair & CEO report



**Danielle Hornsby**  
Chair  
*B.Sp.Thy, MBA, GAICD*



**Debra Burden**  
CEO  
*BBus FIML FAICD*

*“We are proud to have expanded our reach to connect with more people and communities across our large footprint”*

As we reflect on the 2024-25 financial year, we are proud of the progress selectability has made in maturing as an organisation and expanding our reach to care for more individuals and communities across regional, rural and remote Queensland. Our unwavering commitment to mental wellbeing remains at the heart of everything we do, guiding our decisions, shaping our services and driving our impact. This year, we enhanced our child and family care program and expanded our aged care services to strengthen support for individuals at every stage of life.

We continued to embed robust governance and accountability frameworks across all levels of the organisation, ensuring our services are not only compassionate but also safe, consistent, and of the highest quality. Our accreditation under the Human Services Quality Framework (HSQF), National Standards for Mental Health Services, NDIS Quality and Safeguarding Framework, reflects our dedication to continuous improvement and our promise to recipients that they can trust in the care we provide.

selectability’s workforce of over 950 passionate, skilled, and resilient individuals is central to our success. They deliver care with empathy and professionalism, helping recipients build confidence, independence, and a stronger sense of belonging.

selectability’s leadership team of 12 skilled and capable professionals has remained consistent throughout the year, providing the stability and strong foundation that underpinned our success.

Insights from our annual employee engagement survey highlight the strength of our culture and the dedication of our team. With 84 per cent of employees saying selectability is a “truly great place to work”, it’s clear our people are engaged, motivated and committed to delivering the highest standard of care.

Whether it’s supporting individuals through the NDIS or a funded mental wellbeing program, guiding the development of children and young people, or delivering aged care services with dignity and respect, our employees make a difference every day.

# chair & CEO report

Each quarter, we invite our mental wellbeing care recipients to share their feedback through the formal Your Experience of Service (YES) survey. A key performance measure is whether recipients would recommend selectability to others; and consistently, more than 90 per cent say they would. This strong endorsement reflects the quality of our services and the trust recipients place in our care.

We are proud to have expanded our reach this year, connecting with more people and communities across our large footprint. Opening new wellbeing hubs in Rockhampton and Richmond has allowed us to respond to local needs with tailored support, while our work in Aurukun is enriching the lives of older people through culturally appropriate care.

Our commitment to innovation has also been a key driver of success. We are exploring new models of care, leveraging technology to improve service delivery and strengthening partnerships with local stakeholders to ensure our programs are responsive and in line with the diverse care requirements of our recipients.

Despite the challenging economic environment, we achieved an operating surplus of almost \$2.8m (\$3.7m total surplus), with total revenue of \$83m - up from \$71.6m in revenue with an operating surplus of \$2.2m (\$5.3m total surplus) in the previous financial year.

selectability's strong financial position supports long-term sustainability and enables us to invest in the communities we serve. It allows us to grow with confidence, adapt to emerging needs and deliver services that create lasting impact.

Looking ahead, we see exciting opportunities to strengthen our governance, innovate in service delivery, and continue empowering communities so every care recipient feels connected and supported. With quality as our foundation and accountability at the forefront, selectability is well positioned to deliver outcomes that truly matter.

Our appreciation goes to the Queensland and Commonwealth governments for funding the programs that make our work possible.



We thank our board of directors for their leadership and commitment. Earlier in the year, we farewelled Sonia Bennetto and Neil Wilmetts, and we're grateful for the significant contributions they made during their tenure. We're pleased to welcome Patricia Brand and Shawn Anderson, whose expertise will help guide our future direction.



We thank our employees, partners and stakeholders whose support drives our impact - and most importantly, we are deeply grateful to the more than 3,000 care recipients who place their trust in selectability.

**Danielle Hornsby**

*B.Sp.Thy, MBA, GAICD*

**Debra Burden**

*BBus FIML FAICD*

# our board

selectability's Board of Directors, chaired by Danielle Hornsby, holds a wide range of expertise and experience in mental health, disability support, clinical practice and business management.

## selectability Chair



**Danielle Hornsby**  
*B.Sp.Thy, MBA, GAICD*

Danielle is a seasoned health service executive who has a passion for driving innovation to improve health services in regional centres.

She currently leads the practice of some 700 allied health clinicians across the broader Townsville region, with a reputation and achievement record which has influenced rural health policy and practice nationally for over two decades.

She is a speech pathologist by background, holds a Master in Business Administration and is a Graduate of the Australian Institute of Company Directors.

## Directors



**Dr Tulha Aga**  
*FRANZCP, RCPsych, MBBS*



**Shawn Anderson**  
*Dip. Financial Services, MBA (Global), GAICD.*



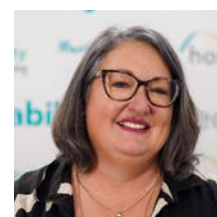
**Patricia Brand**  
*B.Com JCU, FCPA, FAICD, FAIM*



**Robert (Bob) James**  
*CPA, BSocSc (Hons); MIndigSt (Hons)*



**Karen Lenihan**  
*MBA, BSocSc, GradCertMentalHealthPrac, RN.*



**Louise Prychidczuk**  
*LLB Hons, B Com.*



**Dr Clive Skarott AM**  
*HonDUniv DipFinSvc, FAICD, FAMI, JP (Qual.)*

# our executive team

selectability's executive team possesses extensive expertise across a range of sectors including mental health, operational management, child safety, aged care, and finance.



**Debra Burden**  
*BBus FIML FAICD*

## Chief Executive Officer

Debra commenced as CEO of selectability in February 2017 and has previously held CEO and executive management positions with Queensland Country Credit Union and Health Fund, 1300Smiles and Canegrowers Burdekin.

Her business management expertise has been recognised with the Qld Business Review Women in Business Award and the Queensland Telstra Business Women's Award.

Debra has held board positions in numerous companies and is currently a Director of Townsville Hospital and Health Service, and until recently was a Director of North Queensland Primary Health Network and Deputy Chair of North and West Remote Health.

## Executive team



**Aaron Farrell**  
*Chief Operating Officer*



**Emma Hennell**  
*Chief Financial Officer*



**Jodie Woolcock**  
*Chief Assurance Officer*



**Dellita Dios**  
*General Manager  
Aged Care*



**Sandra Moore**  
*General Manager Child and  
Family Care*



**Sally Schaefer**  
*General Manager Regional  
Development*



**Matt Kinnane**  
*General Manager Service  
Development*



**Gwion Cain**  
*General Manager Cairns*



**Ryan Wiggins**  
*General Manager  
Townsville*



**Marissa Sherry**  
*General Manager Western*



**Sue-Ellen Weedon**  
*General Manager Mackay*

# our people

*Our employees are the heart of our organisation, dedicated to making a difference in the lives of regional Queenslanders.*

Our workforce consists of over 950 highly skilled and qualified individuals working in over 100 unique roles, including:

- administration officers
- aged care workers
- cleaners
- cooks
- life coaches
- lifestyle support workers
- peer support workers
- recovery coaches
- registered and enrolled nurses
- support coordinators
- team leaders
- youth workers

These roles are supported by a skilled and adaptable corporate services function.

From recruitment and training, to finance, quality and compliance, marketing and communications, our corporate services function ensures we have the processes and procedures in place to meet the needs of the communities we serve - doing so in a way that's sustainable, responsive, and up to the highest industry standard.

We continue to invest in the professional development of our employees through our corporate training program.



*"One of the things I love most about my job is seeing people grow in confidence and start to believe in themselves again."*

**Renee Backer**

Regional Coordinator Richmond

## **selectability Training RTO #0281**

Our niche RTO, selectability Training, delivers certificate III to diploma-level qualifications in mental health and community services. selectability is committed to supporting best practice and career progression. We offer a 50 per cent discount on gap payments for our employees.

All courses are available online across the state.

This includes:

- Diploma of Community Services (Case Management)
- Diploma of Mental Health
- Certificate IV in Mental Health
- Certificate IV in Mental Health (Peer Work)
- Certificate III in Community Services
- Certificate III in Individual Support (Ageing and Disability)
- Certificate IV in Child, Youth and Family Intervention

# our workforce

## Engaging our employees

Listening to our employees is central to strengthening our workplace culture and ensuring we continue to deliver the highest quality services.

Through our annual employee engagement survey, we gather feedback on what matters most to our people and how we can better support them in their roles. This feedback helps guide improvements to training, workplace practices and wellbeing initiatives

In 2025, 84 per cent of employees said that selectability is a 'truly great place to work,' demonstrating our commitment to fostering a strong, safe and empowered workforce.



## our workforce



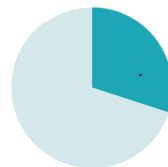
**950**  
Total employees



**20k**  
Hours of workforce training



**9%**  
First nations employees



**26%**  
Have lived experience



**84%**  
Employees agree selectability is a great place to work



**100+**  
Unique roles

# our impact this year 2024-25



**Communities supported**



**3k**

**Care recipients**  
(across all program areas)

Reach



**3**

**New hubs launched**



**730k**

**Service delivery hours**  
(NDIS, mental wellbeing programs)

**44**

**Funded programs delivered**

## Care recipient outcomes & satisfaction

This data was gathered from the last four quarterly YES surveys



**Needs were met**



**Experience**  
very good to excellent



**Satisfied**  
with location of services



**90%**

**Recommend to others**

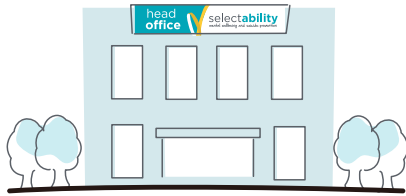
**1000+**

**Response rate**  
over 12 months

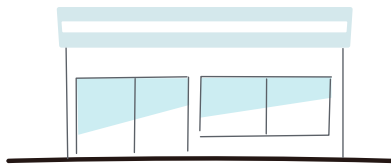
## Facilities



**14** Mental health & wellbeing hubs



**24** Service locations  
(clubhouses, offices, centres)



**37** Commercial accommodation rooms

## Housing & accommodation



**47** Supported independent living (SIL) homes

**18**

Child & youth residential care homes



**4** Aged care home & centres

## Fleet & transport



**113** Total fleet size

**1.5**  
million

Kilometres travelled

# engaging our stakeholders

## Community engagement & advocacy

**470k**

**Total social media reach**  
(all platforms)



**8k**

**Social media followers**  
(all platforms)



**81k**

**Website visitors**



**150+**

**Media interviews delivered**



**130+**

**Community events**  
(hosted & participated)



**80+**

**Community partnerships**

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*"We have been friends for around two years, since starting at the clubhouse here. When we come in here, all our worries are left at the door, and it's like coming into a different world"*

**Danny and Scott**  
Townsville Clubhouse members



# our footprint



# our mental wellbeing programs

## Funded programs

**In response to growing demand from individuals who are not eligible for the NDIS but urgently need support, selectability delivers a range of state and commonwealth-funded programs designed to meet their care needs.**

### Clubhouses

The Clubhouse program funded through Queensland Health offers group-based psychosocial support for people living with severe and complex mental health conditions. Based on connection, to others and to community, the program provides a tailored recovery pathway that builds confidence and empowers individuals to thrive independently.

### Mental Health Hubs

Funded through the Commonwealth Psychosocial Support program, our mental health hubs offer safe, welcoming spaces for people living with severe mental illness.

No referral is needed. Each hub provides day-to-day living support, tailored activities and opportunities to connect.

### selectwellbeing

Funded by Queensland Health, selectwellbeing supports people living with severe mental illness to access individual and group services before they become eligible for NDIS funding. Referrals are made through Townsville or North West Health services.

### BikeSheds

Our BikeShed program provides an inclusive space where recipients can connect, become more active and improve their wellbeing.

The Youth BikeShed program focuses on early intervention and promotes positive behaviours for recipients aged 10 to 24.

### Transition Care Program

Transition Care offers short-term support for older people recovering after a hospital stay. It can include social work, nursing, personal care and allied health services.

The program is funded by the Commonwealth Government and administered by Queensland Health in partnership with Townsville University Hospital.

### Universal Aftercare Service

This service provides free, non-clinical support to people over 15 following a suicide attempt or suicidal crisis.

It is delivered in Western Queensland and the Lower Gulf and supported by Western Queensland PHN and Queensland Health.

### Crisis Support

Wadda Mooli - The Welcome Space - is delivered in partnership with the Townsville Hospital and Health Service.

This service provides urgent, non-clinical support for people presenting to the Townsville University Hospital emergency department in emotional distress or crisis.

### Information Linkages and Capacity Building - Social and Community Participation

The Social and Community Participation (SCP) stream of the Information, Linkages and Capacity program supports young people with psychosocial disabilities from CALD and First Nations backgrounds, along with their families and carers. It aims to increase accessibility, inclusion, and engagement in mainstream community activities such as arts, culture, sport, and recreation.



## NDIS programs

### Individual support

#### Assistance with daily living

We provide one-on-one supports to help recipients with day-to-day living. This can include planning meals, managing budgets, personal care and developing routines. These supports are tailored to each recipient's needs and goals, with a focus on building independence, confidence and positive decision-making.

#### Community access and transport

Through community access and transport supports, recipients are assisted to participate fully in community life.

This includes transport to appointments, activities or social events, as well as support to access local hubs, libraries or recreational opportunities. These services are designed to reduce isolation and encourage engagement and connection.

#### Supported independent living (SIL)

Supported independent living (SIL) is designed for recipients with higher support needs, who require some level of help at home every day.

It includes help or supervision with daily tasks, like personal care or cooking meals. It helps recipients live as independently as possible while building their skills.

SIL can be delivered in the recipient's own home or one of selectability's houses with support ratios based on individual needs.

#### Support coordination

Support coordination helps recipients understand and use their NDIS plan effectively.

Support coordinators assist recipients to build skills, manage budgets, connect with local services and prepare for plan reviews.

This support aims to simplify the NDIS process while strengthening choice, control and confidence in achieving goals.



### Psychosocial recovery coaching

Psychosocial recovery coaching provides recipients experiencing mental health challenges with tailored, hands-on support.

Recovery coaches work alongside recipients to develop recovery plans, strengthen resilience and coordinate services. Many coaches draw on their own lived experience, offering practical strategies that empower recipients to take charge of their recovery and achieve greater independence.

### Group support

NDIS group psychosocial supports help recipients improve their mental wellbeing through structured, interest-based activities. Our groups foster social connection, and promote confidence and independence.

Delivered in safe, inclusive environments, group programs may include art, cooking, fitness, mindfulness and peer-led discussions.



# our aged care services

**selectability is committed to providing culturally safe services and high-quality care, empowering remote communities and enriching lives in aged care and mental wellbeing.**

For the past two years, we have delivered residential aged care services to three small First Nations communities: Normanton, Doomadgee and Mornington Island.

Most recently this expanded to aged care service delivery in Aurukun when selectability assumed management of the home care aged care service from Aurukun Shire Council. We now provide care to more than 50 recipients in the region.



## Kuba Natha Hostel

**Mornington Island (15 beds)**

Mornington Island, population 1200, is a vibrant First Nations community rich in cultural heritage. It is home to the Lardil people, who maintain strong connections to their land and traditions.

## Ngooderi House

**Doomadgee (10 beds)**

Located 992 km west of Cairns, Doomadgee, population 1400, is home to the Gangalidda and Waanyi peoples.

The community offers a strong sense of connection to land, with local initiatives focused on education, health and economic development. These efforts promote resilience and preserve traditional practices and languages.

## Kukatja Place

**Normanton (15 beds)**

The Normanton region is home to the Kukatj, Gkuthaarn and Kurtijar peoples. Located 678 km west of Cairns, Normanton, population 1346, is known for its rich history and multicultural heritage. The community thrives on agriculture and tourism.

In 2024, to strengthen selectability's presence in the region and provide safe and stable accommodation for our FIFO workforce, we purchased the iconic Gulfland Motel and Caravan Park.

In 2025, we invested in significant renovations, which also created opportunities to promote local tourism.



# our aged care services

## National recognition

### 2025 winners

selectability was recognised in the Rural and Remote category of the Ageing Australia You are ACE! Awards.

In just two years of delivering aged care services, this achievement highlights the passion, dedication and impact of our aged care team across regional Queensland.

### Speaking engagements

During 2024-25 our CEO, Debra Burden was invited to present at four events: National Aged Care Convention, Disability Care Quality and Safety Forum, Ageing Australia Qld



State Conference and National Aged Care Convention, Home Care Reform Quality Safety & Risk forum.



## Chivaree Centre

### Aurukun

The Aurukun region is home to the Wik, Wik Way and Kugu people. Located just 170 km from the northern most point of Australia, Aurukun's Chivaree Centre is a cornerstone of the community.

The centre provides day respite aged care for more than 50 local recipients. We also deliver home help, NDIS and social support as part of our services.



*"selectability is honoured to take on this responsibility and we look forward to working closely with the Aurukun community to support older persons with dignity and cultural understanding."*

### Dellita Dios

General Manager Aged Care

# our child & family care services



**Sandra Moore**  
General Manager  
Child and Family Care

*“Our child and family care team supports children and young people to build resilience, develop social skills, form positive identities, and create meaningful connections within their communities.”*

**Since late 2021, selectability has been delivering child and family care services across regional Queensland, supporting children and young people to meet their developmental needs.**

Our growing team is committed to creating safe, nurturing environments that promote positive outcomes through high-quality, trauma-informed care.

Collaboration is central to our approach, we work closely with government agencies and community partners to ensure services reflect local needs and deliver meaningful results. This enables earlier intervention and creates pathways that foster safety, connection and opportunity for those in our care.

In early 2025, selectability’s Therapeutic Advisor, Nicola Pennington, was appointed to the Growing Our Own advisory committee – an initiative led by QCOSS Queensland’s peak body for the social services sector, designed to build a capable and resilient child protection workforce.

## Embedding quality of care

Quality underpins everything we do. selectability is embedding the Human Services Quality Framework (HSQF) across all child and family care services.

This ensures programs are safe, accessible and delivered to the highest standard.

Our initial HSQF audit was undertaken in March 2025 and resulted in a recommendation for licensing of our child and family care services with the Department of Child Safety.

As our first attempt at licensing for these services, this was a milestone for selectability.

Accreditation will formalise our commitment to continuous improvement, strong governance and accountability.

Through this framework, we ensure every child and family care service is guided by recipient feedback, best practice and a clear focus on outcomes.

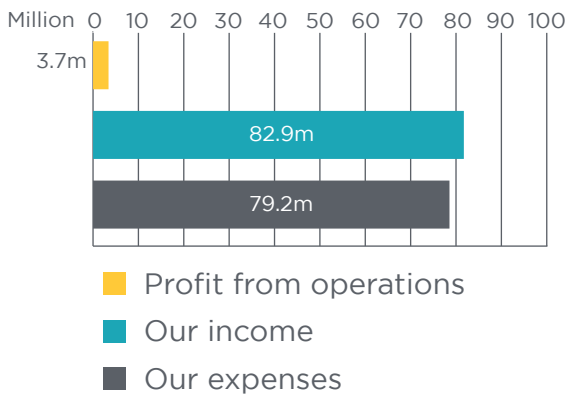


# our financial summary

## Consolidated statement of profit and other comprehensive income

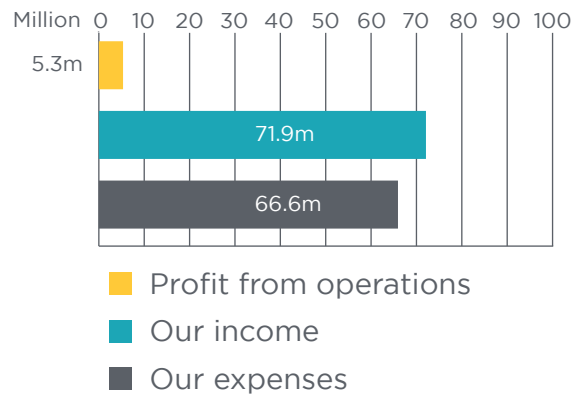
For the year ended 30 June 2025

### 2025



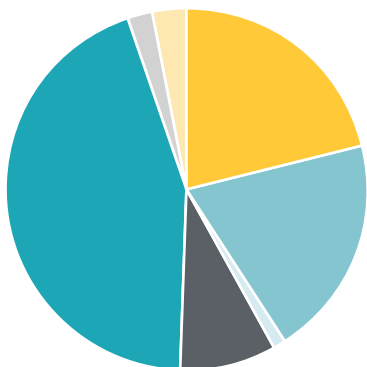
Note: The \$3.7m surplus includes \$900K of capital grant funding. Our operational surplus being \$2.8m

### 2024

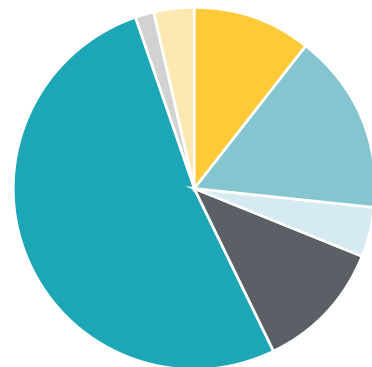


Note: The \$5.3m surplus includes \$3.1m of capital grant funding. Our operational surplus being \$2.2m

## Where we get our income



- NDIS \$36.6m
- Child safety \$17.6m
- Aged care \$16.4m
- Grant - operational \$7.2m
- Other \$2.4m
- Rental \$1.8m
- Grant - capital \$0.9m



- NDIS \$37.4m
- Aged care \$11.6m
- Child safety \$7.7m
- Grant - operational \$8.3m
- Grant - capital \$3.2m
- Other \$2.5m
- Rental \$1.2m

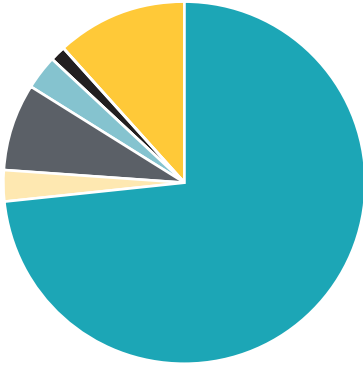
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# our financial summary

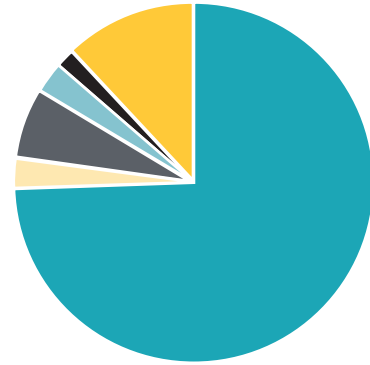
2025

2024

## Where we spend our money



- Employee benefits \$58.1m
- Other \$9.2m
- Premises expenses \$6.1m
- ICT expenses \$2.4m
- Depreciation & amortisation \$2.3m
- Insurance \$1.1m

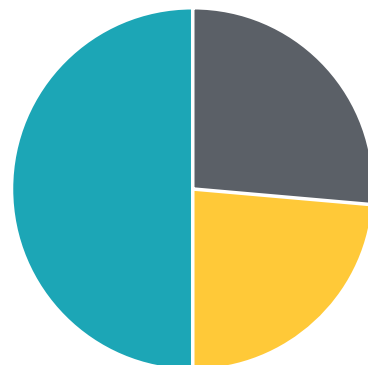


- Employee benefits \$49.6m
- Other \$7.8m
- Premises expenses \$4.3m
- Depreciation & amortisation \$1.9m
- ICT expenses \$1.9m
- Insurance \$1.1m

## Consolidated statement of financial position

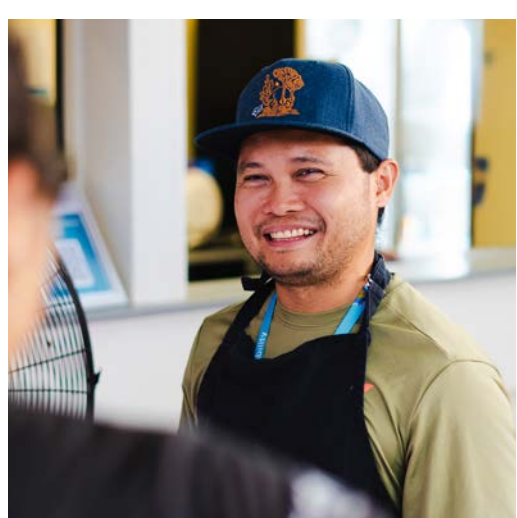
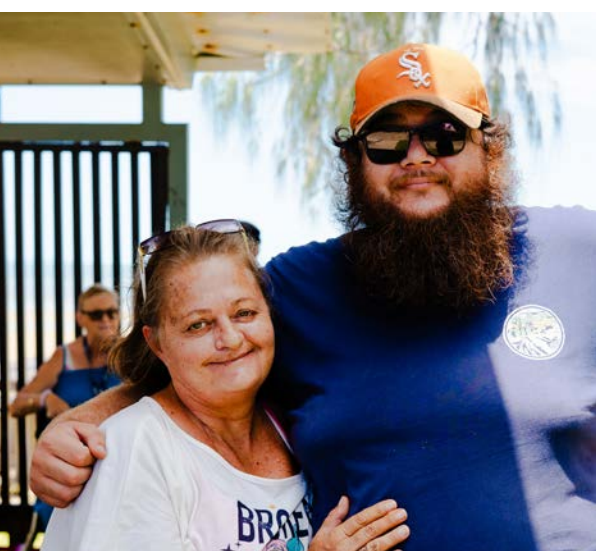


- What we own \$40.0m
- What we owe \$18.7m
- Equity/Reserves \$21.3m



- What we own \$33.1m
- What we owe \$15.5m
- Equity/Reserves \$17.6m

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