Tweddle Child & Family Health Service



Annual Report 2025 2026

Safe and secure foundations for babies, toddlers and families.

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Acknowledgments

We acknowledge the Traditional Custodians of the lands on which we work, live and play.
We pay our respects to Elders past and present.

We acknowledge the ongoing connection that First Nations peoples have to lands, waterways and communities, and recognise the importance of babies, toddlers and children being connected to culture and kinship.

Tweddle Child and Family Health Service (Tweddle) is a Public Hospital established under the Health Services Act 1988 (Schedule 1). Tweddle is registered as a Social Service Provider under the Social Service Regulation Act 2021 (Vic).

Tweddle would like to acknowledge the responsible Ministers for the reporting period:

- Minister for Children, the Hon Lizzie Blandthorn MP (1 July 2025 – 30 Jun 2026)
- Minister for Health, the Hon Mary-Anne Thomas MP (1 July 2025 - 15 April 2026)
- Minister for Health, Hon Harriet Shing MP (15 April 2026 – 30 June 2026)
- Minister for Prevention of Family Violence, the Hon Melissa Horne MP (April 2026-June 2026)
- Minister for Health Infrastructure, the Hon Melissa Horne MP (1 July 2025 – 30 Jun 2026)
- Minister for Education, the Hon Ben Carroll MP (1 July 2025 – 30 June 2026)

Our Vision:
Safe and secure foundations for babies, toddlers and families
Our Values:
Connection, Curiosity, Respect, Courage
Our Role:
We work with babies, toddlers and families to nurture health and wellbeing through providing early parenting support, and driving sector improvement through research, education and advocacy.

Tweddle is a leading Early Parenting Centre (EPC) in Melbourne's West, providing vital support to families across Victoria who are experiencing parenting challenges. With a focus on the critical first 1,000 days, from conception to 2 years, Tweddle's vision is a world where every baby thrives, surrounded by strong families and safe communities.

Tweddle would like to thank Bunurong and Trawlwoolway artist, Cultural Educator and community leader, Kobi Sainty for his generosity in allowing us to use his First Nations artwork in our Annual Report.



Board, Executive, Functions and Duties

Tweddle Board Members

Ms Annette Mercuri
B. App Sci (Planning), AFCHSM, MAICD
Board Chair; Clinical Governance Committee
9/9 meetings attended

Ms Kylie Scoullar
BA, Grad Dip App Ch Psych, M App Sc (Psych), MBA, Cert Clin Gov, MAPS, MAICD, AICGG
Board Deputy Chair; Chair - Clinical Governance Committee
9/9 meetings attended

Ms Jennifer Lang
FCPA, CFTP(Snr), FAICD
Board Treasurer; Chair - Finance Audit & Risk Committee

Ms Cleona Feuerring
BA, LLB, Accredited Children's Law Specialist (Law Institute of Victoria)
Clinical Governance Committee; People & Culture Committee
8/9 meetings attended

A/Prof Daryl Cheng
MBBS MPH FRACP AFAIDH AFRACMA GAICD CHIA
Clinical Governance Committee
8/9 meetings attended

Ms Jenny Zahara
FCPA, GAICD
Finance Audit & Risk Committee
7/9 meetings attended

Ms Jen Falco
BEng, BCom GAICD
Clinical Governance Committee; People & Culture Committee
7/9 meetings attended

Dr Mary Lou Loughnan
MBBS, FRACGP-RG (Aboriginal Health), DCH
Finance Audit & Risk Committee; People & Culture Committee
9/9 meetings attended

Mr Andrew Jaworski
Grad Dip Law (Commercial) Grad Cert TMLP, LLB (Hons) BSc Optom AFCHSM CHM MAICD CIPT CIPM FGIA
Chair - People & Culture Committee; Finance Audit & Risk Committee
8/9 meetings attended

Ms Annette Vickery
B. Comm, Grad Dip. Psych, Grad Cert Ed, GAICD
Finance Audit & Risk Committee; People & Culture Committee
7/9 meetings attended

The Tweddle Board of Directors also attend Board Committees on an as-needs basis.
These include:

- Finance Audit & Risk Committee
- Clinical Governance Committee
- People & Culture

The Tweddle Executive Team

Chief Executive Officer
(01 July 2025 – 30 June 2026)
Liz Murdoch
B.A., B.Ap.Sc., Grad Dip HSM, GAICD

Director of Nursing and Clinical Services
(01 July – 26 September 2025)
Kirsty Evans
RN, RM, MCHN, Grad Dip Hlth Sci (Hlth Ed & Hlth Prom), Grad Cert Hlth M'ment, Cert Paed

Director of Nursing (Footscray)
Nadine Stacey (commenced 10 September 2025)
RN, PG CCN, MN

Director of Nursing (Wyndham)
Clare Pridham
RN, RM, MCHN

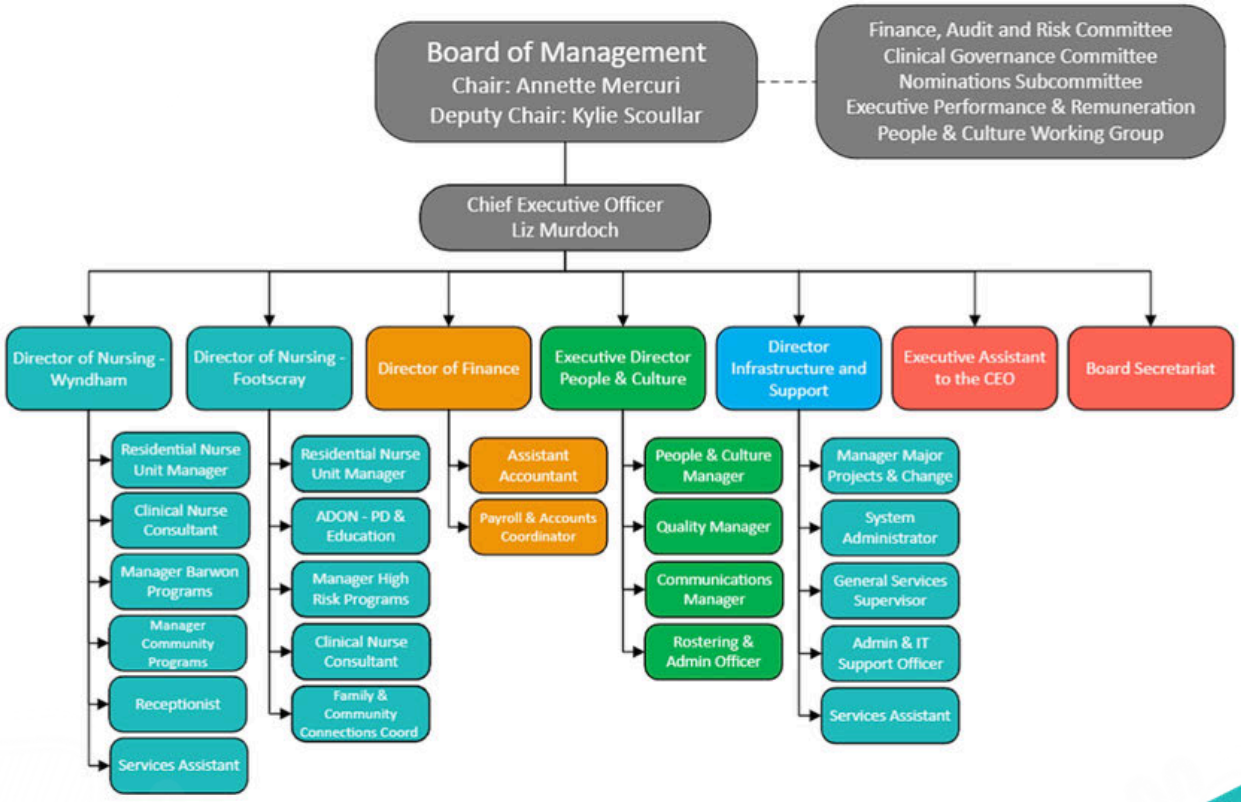
Executive Director of People, Culture, Quality and Communications
Rachael Young
B.A., Grad Dip HRM and IR

Director of Infrastructure and Support
Jacquie Tilbury
B Bus.

Director of Finance
Shree Vijayan
B Com, ACPA, GAICD

Interim CEO
Kent Burgess

Organisational Chart



Correct as at 30/6/2026

CEO and Board Chair Report

There is an African proverb that says: if you want to go fast, go alone; if you want to go far, go together. This year, Tweddle chose to go far.

Throughout 2025 and 2026, we worked with our colleagues at the Queen Elizabeth Centre (QEC), exploring ways to partner into the future to better support Victorian babies, children, families and communities.

For more than a century, our two organisations have supported Victorian families with a deep commitment to helping families to thrive. We are proud to be Victoria's largest and most experienced EPCs, trusted by families across the state and guided by a sense of shared values and purpose. In recent years, we have built a strong and productive partnership with a number of successful collaborations.

The decision by Tweddle and QEC to explore a voluntary merger represents one of the most significant moments in our 106-year history. Even as we looked to the future, this year was equally defined by the depth and commitment of our work in the present, building safe and secure foundations for babies, children and families, guided by our values of connection, curiosity, respect and courage.

At the time of writing, our recommendation is now with the Secretary of the Department of Health, who will consider the proposal before advising the Minister for Health.

This year we launched Tweddle's 2025–2030 Strategic Plan, setting out our priorities across excellence in service delivery, sector leadership in practice, research, education and advocacy, and organisational sustainability and resilience. We were also appointed operators of the new EPC in Northcote, a significant vote of confidence in Tweddle's capability and reach.

Another major milestone this year was the successful implementation of Tweddle's new Dynamics 365 Client Information Management System (CIMS) in February 2026.

This strategic investment modernises our digital infrastructure, strengthens our ability to support families, and positions the organisation for continued innovation and service excellence. This was a significant display of collaboration and teamwork, and we acknowledge all staff who were involved.

Ms Annette Mercuri was elected Board Chair in July 2025, alongside Ms Kylie Scoullar as Deputy Board Chair, and Ms Jennifer Lang as Board Treasurer. We welcomed Ms Cleona Feuerring to the Board, whose expertise and insight is helping to drive our strategic ambitions. We bid farewell to Ms Jane Price with sincere gratitude for her outstanding contributions to governance and service development over her tenure.

Our commitment to reconciliation took a meaningful step forward when we launched our Innovate Reconciliation Action Plan on 4 August 2025, National Aboriginal and Torres Strait Islander Children's Day. Nearly twelve months on, progress spans all four RAP pillars.

First Nations staffing data is now embedded in our People and Culture Dashboard, Aboriginal representation has been established on our Consumer Advisory Group, and we have begun conversations with Shine People Solutions, an Aboriginal-owned recruitment consultancy. Our cultural learning strategy is underway in consultation with the RAP Working Group.

This year Wurundjeri artist and Traditional Owner Simone Thomson painted a stunning mural at our Footscray Centre capturing Tweddle's role in guiding and supporting families. The painting honours 65,000 years of storytelling and reminds us that culture, community and care are central to everything we do. The mural also pays loving tribute to our much-loved former staff member Barb Conroy. We thank the William Angliss Charitable Fund for supporting this project.

This year we continued to innovate in service delivery, presenting at the Centre for Excellence in Child and Family Welfare (CFECFW) Open Symposium on supporting parents with cognitive impairment alongside Meli, cohealth and Deakin University.

We launched our Building Blocks of Life: The Importance of Play animation. Developed by our award-winning Home Parenting Education Support Service (HoPES team), the animation supports all families, including those with low literacy or cognitive challenges, to connect with their babies through play. HoPES is an intensive in-home 8-week parenting program for families involved with family services in a case management capacity.

Our Circle of Security for Dads program and Working Out Dads online, delivered in partnership with the Association for Children with Disability (ACD) for dads of children with additional needs, further deepened our commitment to reaching every parent who needs us.

We extend our sincere thanks to the Victorian Department of Health and the Department of Families, Fairness and Housing for their continued partnership and investment in early parenting across the state. We acknowledge the leadership of the Hon Mary-Anne Thomas MP as Minister for Health from July 2025 to April 2026 and warmly welcomed Hon Harriet Shing MP (April to June 2026) in that role. We also thank the Minister for Children, the Hon Lizzie Blandthorn MP, whose ongoing commitment continues to enable system-wide innovation and growth.

Our Board, management and staff acknowledge the ongoing support and advocacy of Member for Footscray Katie Hall MP. We were delighted to host the 2025 ‘Welcoming the Babies’ event, together with community partners, with lots of tiny tots and their families enjoying the day.

To our staff, volunteers, partners and donors, thank you. Your dedication, day in and day out, is the heartbeat of this organisation. We also acknowledge the legacy and impact of the Tweddle Foundation Board, which concluded in 2025, with deep gratitude for everything they contributed.
To the families who place their trust in our caring clinicians week after week, it is a privilege we do not take lightly. We are honoured to care for every parent, carer, baby, toddler and child who walks through our doors.

In accordance with the Financial Management Act 1994, we are pleased to present the Report of Operations for Tweddle Child and Family Health Service for the year ending 30 June 2026.

Annette Mercuri, Board Chair



Kent Burgess, Interim CEO



Summary of Tweddle

As a Victorian government-funded EPC, Tweddle supports families with babies, toddlers and young children during the critical first 1,000 days of life (conception to 2 years).

With a focus on infant mental health, strengthening relationships, and secure attachment, we offer a wide range of services designed to help children thrive and parents feel confident, delivering care both in our centres and out in the community.

Working alongside trusted partner organisations, we make specialist support more accessible to families when and where they need it most.

Tweddle also deliver professional development and training to the early years, early parenting, health, community and government sectors, working closely with academic and research partners.

Our Programs Include:

Residential Parenting Programs in Wyndham and Footscray

Parenting Assessment and Skills Development Program (PASDS) for Child Protection Families

Day Stay - Footscray and Wyndham

In-Home Support

Hope Parenting Education Support Program (HoPES) in Barwon

Professional Development Education

Circle of Security

Growing Great Babies & Kids (GGB&K)

Research

Playsteps (Brimbank and Footscray)

Early Help

Undergraduate Clinical Education

Working Out Dads



Key Highlights

- Started exploring potential for voluntary merger with the Queen Elizabeth Centre
- Appointed operators of the new EPC in Northcote by the Victorian Labor Government
- Endorsement of Tweddle's Innovate Reconciliation Action Plan by Reconciliation Australia and official launch in August 2025
- Released our Strategic Plan (2025-2030)
- Co-presented at OPEN Symposiums with Meli, coheatlh and Deakin University
- Hosted Welcoming the Babies with Member for Footscray Katie Hall MP
- Unveiled Wurundjeri Artist Simone Thompson mural at our Footscray EPC
- Continued development of Pulse HR and workforce management systems
- Launched the CIMS Family Navigator (Client Information Management System)



Client Information Management System (CIMS)

This year, Tweddle completed a major upgrade of its Client Information Management System (CIMS), replacing the legacy platform that had supported the organisation for the past 12 years.

The transition to a Dynamics 365-based solution represents a significant investment in the way Tweddle manages client bookings and service information, strengthening operational efficiency while enhancing data capability across the organisation.

Delivered over eight months, the project involved the configuration, development and testing of tailored profiles for 19 Tweddle programs, the secure migration of more than 14,000 client records, and the delivery of three comprehensive training modules to more than 100 staff.

The new system went live on 16 February 2026 and was enthusiastically adopted by clinical staff. Building on this strong foundation, Tweddle is continuing to enhance the platform through streamlined assessment and intake processes, the introduction of the Family Referral Portal, and improved data reporting capabilities. Together, these improvements will enable Tweddle to deliver even better support for families while equipping staff with the tools they need to provide high-quality, efficient care.

Tweddle's Building Blocks of Life animation

Tweddle's Building Blocks animation was designed to help parents, carers, and early parenting and health professionals embrace the transformative power of play. This innovative resource was created following Tweddle's HoPES team winning the prestigious 2023 Victorian Early Years Award in the category of Supporting Parents to Build Their Capacity and Confidence.

This significant accolade highlights the program's dedication to empowering parents and its far-reaching impact in fostering confident and capable caregiving. As part of the award, the team received a grant to further strengthen the program. This includes parents with low literacy, cognitive impairments, or those unfamiliar or uncertain about how to effectively use play to nurture a baby or young child's social, emotional, cognitive, and physical development.

Tweddle would like to thank the Department of Education and Training for funding the project, and to LifeBuoy Video for their innovation and guidance.

Reconciliation

Reconciliation remains a central focus for Tweddle, with the launch of our Innovate Reconciliation Action Plan (RAP) on 4 August 2025, National Aboriginal and Torres Strait Islander Children's Day, marking an important milestone in our journey. In the 12 months since its launch, we have made meaningful progress across each of the RAP's four pillars: Relationships, Respect, Opportunities and Governance.

Tweddle is now a member of the Aboriginal Services Network of the West (AsNOW), our cultural learning survey has been completed, and strategy development is underway in consultation with the RAP Working Group. First Nations staffing data has been incorporated into our quarterly People and Culture Dashboard, and we are working with Shine People Solutions, an Aboriginal-owned recruitment consultancy.

The RAP Working Group welcomed two new First Nations members and met quarterly throughout 2025. First Nations representation has been established on the Consumer Advisory Group, the CAG Payment Policy has been reviewed, and RAP progress is now a standing item at all-staff meetings.

Part of our RAP journey has been shaped through the generosity of First Nations artists. We extend our sincere thanks to Bunurong and Trawlwoolway contemporary Artist and Cultural Educator Kobi Sainty, and to Yorta Yorta and Gunnai artist and Director of Bayila Creative, Dixon Patten.
Our Innovate RAP continues to guide our efforts to:

- Build meaningful and mutually beneficial relationships with First Nations peoples, communities and organisations.
- Strengthen RAP governance to support accountability and sustainable change.
- Foster an organisational culture that embraces reconciliation.
- Support improved economic and social outcomes for First Nations Peoples through employment and career pathways, partnerships and supplier opportunities.

As we continue this work, we remain committed to listening, learning and working in partnership to create lasting and meaningful change for First Nations peoples and communities.

Tweddle's Programs and Partnerships

This year, Tweddle's dedicated multidisciplinary team, including registered nurses, early parenting practitioners, psychologists, and social workers, proudly supported over four thousand parents, babies and toddlers across Victoria. We are deeply grateful to the families who placed their trust in us to care for them during the year.

Review of Tweddle programs for 2025-2026:

Program	2024-2025		2025-2026	
	Parents, Carers & Children	*Families*	*Parents, Carers & Children*	*Families*
Assessment & Intake	2,281		4,302	
Residential Program – Footscray	1,319	480	1,598	582
Residential Program – Wyndham	1,019	381	1252	457
PASDS	141	60	171	73
HoPES	70	48	122	52
Home Based PASDS – Barwon	48	26	62	26
Day Stay	1,885	766	1951	811

Assessment & Intake

Our Assessment and Intake team completed 4,302 ensuring each family was triaged into the program best suited to their goals and needs. This vital first step is where families can share their strengths and challenges and begin their Tweddle journey.

Residential Programs – Footscray and Wyndham

Our Residential Program supported 1036 families, made up of 2,850 parents, babies, and toddlers. Our 5-Day Residential program offers intensive support and guidance, often serving as a life-changing experience for families facing vulnerability and adversity.

Parenting Assessment and Skills Development Service (PASDS)

Tweddle provides a 10-day residential Parenting Assessment and Skill Development Service (PASDS) for families referred by the Department of Families, Fairness and Housing (DFFH). This is a strengths-based, child-focused, and family-centered program. This year our PASDS team supported 73 families, including 171 parents, caregivers and children, through comprehensive assessments and skill development in a trauma-informed environment. Our Barwon-based PASDS Home-Based Program provided in-home support to 26 families, reaching 62 parents, caregivers and young children through intensive and practical parenting support.

Tweddle's Programs and Partnerships

Home Parenting Education and Support (HoPES) Program

In partnership with Meli, cohealth, and the Department of Families, Fairness and Housing, the Home Parenting Education and Support Program (HoPES) is an eight-week intensive home visiting program, supporting family preservation and reunification for families with babies and children 0-4 years. This year our HoPES team supported 52 families. A total of 122 parents, caregivers and children benefited from this unique and collaborative early parenting intervention.

Day Stay Programs

Our Day Stay Programs in Footscray and Wyndham provided specialised six-hour parenting education group sessions addressing sleep, feeding, attachment, play and behavioural concerns.

Together, Footscray and Wyndham teams supported 811 families, which means these programs assisted 1951 parents and children, delivering timely and specialist early parenting support.

Home Visiting and Telehealth

For families facing barriers such as distance, isolation, or caring for multiple children, our Home Visiting and Telehealth teams provided flexible and accessible support.

Early Help

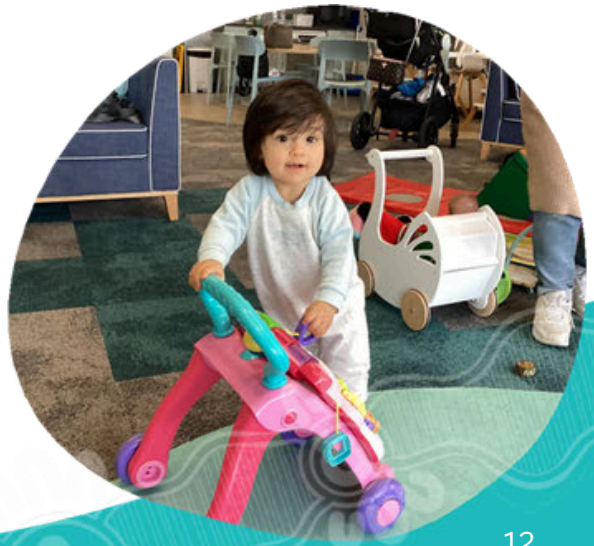
Delivered in partnership with Anglicare Victoria and the Victorian Aboriginal Child Care Agency (VACCA), Early Help offers tailored interventions that promote child wellbeing and family stability. This year, our Early Help team supported 49 families.

Circle of Security

The team also facilitated four Circle of Security parenting groups, reaching 34 families, including six fathers, an important milestone in inclusive early parenting support.

Growing Great Babies & Kids (GGB&K)

GGB&K is a community-based early intervention program supporting expectant parents from pregnancy through early parenthood. This year, the team received referrals for 51 families, with 40 families engaged through pregnancy, birth, and beyond. In total, the GGB&K team cared for 96 parents, carers and children.



Partnerships

In addition to our residential, day stay, in-home and telehealth programs, Tweddle supports families in their local communities. These vital programs are only possible through the commitment, collaboration and shared vision of our valued partners.

This year marked the conclusion of two long-standing community programs. Our breastfeeding support service, delivered in partnership with the **City of Brimbank Maternal and Child Health Service,** and the Playsteps program, delivered in Brimbank through **Brimbank Communities for Children,** funded by the **Australian Government** and facilitated by **The Smith Family.**

After many years of working together to strengthen families, we are deeply grateful to our partners for their collaboration and look forward to continuing to support families into the future.

Our Working Out Dads program continued in collaboration with the **Association for Children with Disability (ACD).** Delivered online, the program supported fathers of children with additional needs and achieved strong participation, demonstrating the ongoing demand for accessible, tailored parenting support.

Education and Training

Tweddle provides innovative professional development programs delivered by qualified educators with extensive clinical knowledge and experience. Our clinicians specialise in infant mental health, childhood trauma, attachment, early parenting support, and family partnership education, equipping practitioners with evidence-informed skills to support families.

Tweddle is also committed to developing the future workforce through strong partnerships with RMIT University and La Trobe University, hosting student placements across our services. During 2025–2026, our team supported 24 Maternal and Child Health students through placements at our Wyndham and Footscray Residential and Day Stay programs.

Supporting the ongoing professional development of both our workforce and the broader sector remains a key priority. During the year, Tweddle educators delivered training to 64 internal practitioners across a range of specialised topics.

Tweddle's professional development courses and Tweddle staff trained:

- Keys to Infant Caregiving – 22 staff
- Nursing Child Assessment Satellite Training (NCAST) Parent-Child Interaction (PCI) Teaching/Feeding Scales Training (3 days) and Recertification - 17 staff
- Baby and Toddler Sleep and Settling Training (for non-Maternal and Child Health staff) - 12 staff
- The Importance of the First 1000 Days – 13 staff

The NCAST Parent-Child Interaction (PCI) Teaching Scales are valid and reliable measures that allow professionals to assess parent and child interactions. The scales contain a well-developed set of observable behaviours that typically occur within the context of a teaching encounter between parent/ caregiver and child (0-3 years).



Friends of Tweddle

Tweddle is grateful to our partners, volunteers, donors, philanthropists, and grant makers. Each one makes an incredible contribution to our facilities and staff, and especially to the babies, children and families we care for every day. We would like to acknowledge:

- First Nations Artists and Educators: Kobi Sainty, Simone Thomson and Dixon Patten
- The William Angliss Charitable Fund
- Ms Savannah Allen
- Mr BC Horsfall
- All GiveNow donors
- Ian, Joanne and Anthony Caruana, their family and friends
- Volunteer Carol MacDonald
- Product donors: GAIA, Knit One Give One (KOGO) and Fay Stankovich



Jim Hevey

We'd like to acknowledge 1939 Tweddle baby Jim Hevey. Tweddle owes a great deal to Jim for capturing Tweddle's History. Jim was born 11 weeks premature on the 8th of August 1939 at Kelvin Grove Private Hospital in Yarraville. He was not expected to live through the night. He was taken to the Footscray Tweddle Baby Hospital, which was known to treat premature babies. After Jim's mother died in 2010, he discovered among his mother's possessions Tweddle's 20th Annual General Report (1940) and approached Tweddle with an offer of researching a historical tribute. He has been a dear Friend of Tweddle ever since.
"There is no doubt in my mind that I owe my survival to the treatment and expertise of the medical staff and nurses at that time" Jim Hevey.

Tweddle Life Governors

Tweddle's 1990-1991 Annual Report marked a significant milestone in the organisation's history, documenting its transition from the Tweddle Baby Hospital to the Tweddle Child and Family Health Service.

As the report noted, "Incorporation proceeded as planned and on 31 October 1990, the Tweddle Child and Family Health Service came into being." Incorporation under the Health Services Act 1988 led to the disbanding of the Tweddle Council after many years of service and the establishment of a new governance structure.

To recognise the Council's contribution, the Tweddle Board conferred Life Governorships on all current and former Council members. In subsequent years, the honour was also bestowed on Board Chairs Dr Nicole Milburn and Ms Lesley Yates, as well as Tweddle's first Chief Executive Officer, Ms Betty Hassold.

We are grateful for the dedication and contribution of our Life Governors:

Ms I Brennan
Mr Ian Broadway
Mrs Loris Charlton
Ms Julie Collette
Ms Prue Digby
Mrs Diana Gibson AO
Ms Louise Glansville
Mr Kenneth Hambly
Ms Betty Hassold
Ms Lesley Yates
Mrs Gwen Redman
Mr Graham Jasper
Ms Hilary Russell
Dr Nicole Milburn
Mr Rod Jones
Mrs Margery Maskell
Mrs Denise McGregor
Dr Nigel Hocking OAM

Voluntary Merger with Queen Elizabeth Centre (QEC)

In June 2026, the Boards of QEC and Tweddle wrote to the Department of Health to formally request that the Secretary recommend an amalgamation of our two services to the Minister for Health. QEC and Tweddle have each supported Victorian families for more than a century.

Over recent years, QEC and Tweddle have built a strong and productive partnership grounded in shared values and a deep commitment to helping children and families thrive. Our partnership has deepened our understanding of what two organisations working in close collaboration can achieve and the constraints of operating as separate entities.

Both organisations are confident the proposed merger will deliver lasting benefits for babies, children, families and carers. A single organisation will make it easier for families to get support when they need it, deliver consistent, high-quality, evidence-informed care across all sites, and build the sector leadership, workforce capability, and financial resilience that neither organisation can achieve alone. In coming to this decision, QEC and Tweddle committed to a process that was rigorous, transparent and genuinely consultative:

- Undertaking extensive consultation with employees, families, partners, referrers, community and government representatives
- Completing comprehensive due diligence and modelling across financial, clinical, workforce, legal and information and communication technology (ICT)
- Seeking independent legal advice on the merger pathway and legislative framework

We are grateful to everyone who contributed to this process. More than 370 people shared their views throughout the consultation, including employees, families, community members, partners, referrers, government representatives and sector peers.

Our consultation process found broad and consistent support for the merger, alongside clear messages about what should be protected and what a merged organisation should prioritise. Participants emphasised the importance of maintaining quality of care, protecting local connections, supporting staff through any transition and delivering meaningful improvements for families. Due diligence confirmed that both organisations are financially sound and well-governed and that no material issues stand in the way of proceeding.

This work has been led, governed and decided jointly by QEC and Tweddle, guided by the principles agreed by both Boards: children and families first, equity and partnership, transparency, shared values and continuity of care, pragmatic and proportionate decision-making, capability and joint accountability.

Workforce

Tweddle welcomed a total of 31 new staff to our workforce in 2025-26. As of 30 June 2026, our workforce comprised 121 staff: 30 full-time, 79 part-time and 12 casuals, with most of our workforce being part-time.

Staff Profile	2024-25		2025-26	
	FTE	Average Monthly FTE	FTE	Average Monthly FTE
Nursing	20.8	1.7	24.9	2.1
Early Parenting Practitioners	34.9	2.9	33.4	2.8
Allied Health	5.5	0.5	7.1	0.6
Administration and Clerical	23.1	1.9	21.4	1.8

Tweddle's Employee Assistance Program (EAP) continued to provide free and confidential counselling, coaching and additional services to support employees and their family members.

Workplace Inclusion Policy

Diversity, Inclusion and Belonging at Tweddle
Tweddle is committed to celebrating diversity, promoting inclusion, and fostering a fair and equitable workplace where everyone is supported to belong and thrive. We recognise that gender equity, which involves ensuring fair and just access to resources, opportunities, and outcomes for all genders, directly translates to better outcomes for children and families. These outcomes include enhanced wellbeing and development, improved health outcomes and future outlook.

Tweddle adopts an intersectional approach to ensuring an equitable workplace which recognises that gender inequality is not experienced uniformly by all women, but is instead compounded by other factors, such as: age; disability; ethnicity; gender identity; race; religion; or sexual orientation. We believe that everyone should live free from violence and be treated with respect and dignity.

We adopt the values of connection, curiosity, respect and courage, moving beyond "one-size-fits-all" gender initiatives to address the specific, interlocking structural barriers that hinder the progress of our communities.



Our Innovate RAP outlines our commitment to implement initiatives that improve employment outcomes for First Nations People.

Occupational Health and Safety

The Tweddle Occupational Health and Safety (OHS) system adheres to the requirements of the Occupational Health and Safety Act (2004) and the Occupational Health and Safety Regulations (2017). Performance indicators are set, trended, and reviewed by the OHS Committee with recommendations made to senior management.

All new staff and contractors receive an introduction to OHS matters, including their roles and responsibilities in supporting the OHS system. Tweddle has comprehensive measures to support the occupational health and safety of staff, with a key focus on the prevention and management of occupational violence and aggression (OVA). OVA Training is run annually for Tweddle staff. All incidents are recorded in RISKMAN.

Occupational Health and Safety Statistics

Occupational Health and Safety Statistics	2023-24	2024-25	2025-26
The number of reported hazards/incidents for the year per 100 FTE	0	1 / (FTE /100)	3 / (FTE /100)
The number of 'lost time' standard WorkCover claims for the year	0	1	3
The number of 'lost time' standard WorkCover claims for the year per 100 FTE	0	1 / (FTE /100)	3 / (FTE /100)
The average cost per WorkCover claim for the year (Incurred Costs)	$0.00	$5,905	$6,436.00
The average cost per WorkCover claim for the year (Total Paid)	$0.00	$3,804	$1,453.00
The average cost per WorkCover claim for the year (Estimate)	$0.00	$2,101	$4,983.00

Occupational Violence Statistics

Occupational Violence Statistics	2024-25	2025-26
Workcover claims with an occupational violence clause per 100 FTE	0	0
Number of occupational violence claims with loss time injury with an occupational violence clause per 1,000,000 hours worked	0	0
Number of occupational violence incidents reported	8	8
Number of occupational violence incidents reported per 100 FTE	10	9
The percentage of occupational violence incidents resulting in staff injury, illness, or condition.	0	0

Finance, IT and Assets

	2026	2025	2024	2023	2022	2021
Net Operating Result	**652,958**	**147,834**	**-741,697**	**-74,358**	**415,719**	**-25,748**
Capital and specific items						
Capital purpose income	20,000	719,781	9,007,601	12,750	162,300	-
Establishment Funding	-	-	-	1,584,995		
Specific income	-	-	-	-	-	-
Assets provided free of charge	-	-	-	-	-	-
Assets received free of charge	-	-	-	-	-	-
Expenditure for capital purpose	-	(100,618)	(632,648)	(21,025)	(18,660)	(18,165)
Depreciation and amortisation	(556,635)	(556,202)	(342,793)	(265,028)	(249,997)	(220,821)
Impairment of non-financial assets	-	-	-	-	-	-
Finance costs (other)	-	-	-	-	-	-
Net result from transactions	**116,323**	**210,795**	**7,290,463**	**1,237,334**	**309,362**	**-264,734**

	2,026	2025	2024	2023	2022	2021
	$	$	$	$	$	$
Total Revenue	14,790,256	14,242,062	19,167,815	9,353,728	7,600,430	7,312,295
Total Expenses	14,673,933	14,031,267	11,877,352	8,116,394	7,291,068	7,577,029
Net Result	116,323	210,795	7,290,463	1,237,334	309,362	(264,734)
Before Capital and Specific Items						
Total Assets	28,561,945	28,516,785	28,178,654	20,801,702	18,684,563	17,526,322
Total Liabilities	3,768,523	4,639,609	4,547,263	2,996,421	2,221,236	1,981,285
Net Assets	24,793,422	23,877,176	23,631,391	17,805,281	16,463,327	15,545,037
Total Equity	24,793,422	23,877,176	23,631,391	17,805,281	16,463,327	15,545,037

Consultant	Purpose	Start Date	End Date	Total Approved project fee	Expenditure 2025-2026 (ex GST)	Future expenditure (ex GST)
Redbridge Consultants	Governance	Sept 2025	Sept 2025	12,650	12,650	0
Hall & Wilcox	Merger exploration	Mar 2026	June 2026	14,991	14,991	0
Russell Kennedy	Merger exploration	Mar 2026	June 2026	18,022	18,022	0
Workwell Consulting	Merger exploration	Jun 2025	Aug 2025	46,500	46,500	0
RSM	Merger exploration	Jan 2026	Apr 2026	55,000	55,000	0
Twofold Consulting	Merger exploration	Jul 2025	June 2026	99,878	99,878	0

Details of Consultancies (under $10,000)

In 2025-26, there were six consultants where the total fees payable to the consultants were under $10,000. The total expenditure incurred during 2025-26 in relation to these consultancies is $35,551(excl. GST).

Details of Consultancies (valued at $10,000 or greater)

In 2025-26, there were six consultancies where the total fees payable to the consultants were $10,000 or greater. The total expenditure incurred during 2025-26 in relation to these consultancies is $282,592 (excl. GST).

Finance, IT and Assets

Information and Communications Technology (ICT) Expenditure

For the 2025-26 reporting period, Tweddle Child and Family Health Service had a total ICT expenditure of $760,812 with the details shown below.

ICT Expenditure

All operational ICT expenditure		ICT expenditure related to projects to create or enhance ICT capabilities		Total
Business as Usual (BAU) ICT expenditure	Non Business as Usual (non-BAU) expenditure	Operational expenditure	Capital expenditure	
$453,691	0	$284,635	$22,486	$760,812

Asset Management Accountability Framework (AMAF) Maturity Assessment

The following section summarises Tweddle's assessment of maturity against the requirements of the Victorian Government, Department of Treasury and Finance (the Department) and Asset Management Accountability Framework (AMAF).

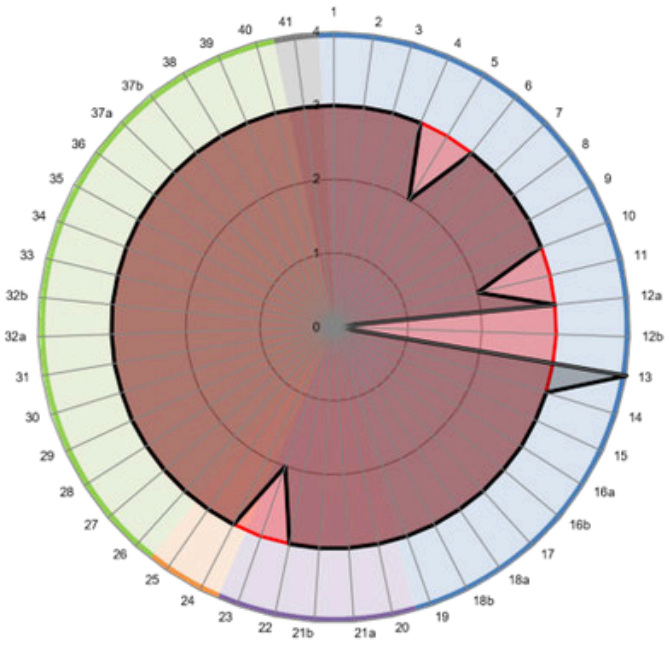
The AMAF is a non-prescriptive, devolved accountability model of asset management that requires compliance with 41 mandatory requirements. These requirements can be found on the State Government of Victoria website.

The Department's target maturity rating is 'competence', meaning systems and processes fully in place, consistently applied and systematically meeting the AMAF requirement, including a continuous improvement process to expand system performance above AMAF minimum requirements.



Asset Management Accountability Framework (AMAF) Maturity Assessment

The AMAF maturity assessment has been completed by Tweddle for 2025/26, showcasing a minimum compliance to 91% of requirements. We continue to work on developing our Framework.

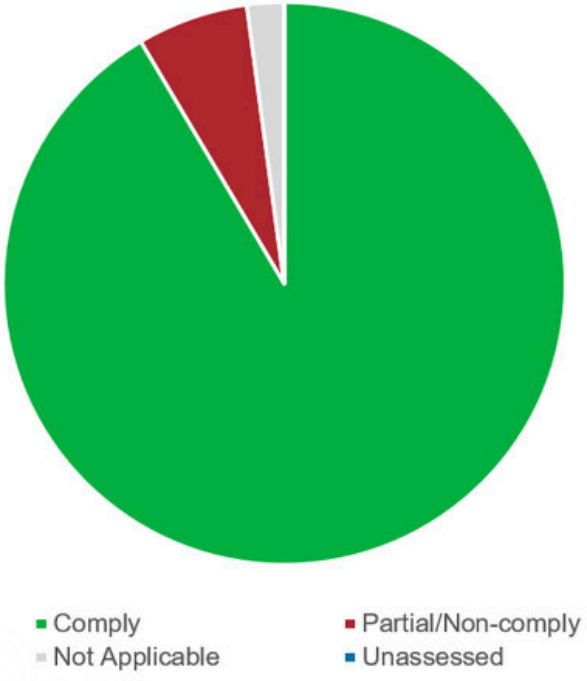


Legend

Status	Scale
Not Applicable	N/A
Innocence	0
Awareness	1
Developing	2
Competence	3
Optimising	4
Unassessed	U/A

Target

Overall



"All Tweddle staff are amazing from the first point of call, reception, Anums, EPP's, play educators, all the way to the cleaning coordinators and the man who cleans the dishes & kitchen at night!"

"Everyone has an important role to make Tweddle the special place that it is. Everyone is so lovely & very kind!
I won't hesitate to come back if I need more help within this year."

Social Procurement Framework

Tweddle's Social Procurement Framework (SPF) creates an opportunity for Tweddle to deliver social and sustainable outcomes that help to build a far, inclusive and sustainable Victoria. Tweddle has long been a supporter of local businesses that add value to our organisation. The Tweddle SPF focuses on procurement to support sustainable Victorian Social Enterprises.

Overall, 13% of our total expenditure supported sustainable Victorian Social Enterprises and Victoria Aboriginal Businesses. This is represented through our engagement with seven key suppliers and an annual spend of $363,000.

Procurement for this financial year has seen a focus on ICT Management and Indigenous Partners.

We went from co-sleeping, waking several times and needing to be fed to settle and sleep for both naps and night sleeps to being able to sleep in the cot, in a separate room, not needing to be fed in the middle of the night and self-settling back to sleep. It's transformative and I want to sincerely thank the staff for their support and care.



Legislation, Compliance and Declarations

Freedom of Information

The Department administers requests for access to documents in accordance with the Freedom of Information Act 1982 (Vic). The statutory processing timeframe for Freedom of Information (FOI) requests is 30 calendar days. Where consultation with third parties is required, an automatic extension of 15 days applies.

Processing timeframes may also be extended by agreement with an applicant for periods of up to 30 days, with multiple extensions permitted where agreed before the statutory decision period expires.

Applicants who are dissatisfied with Tweddle's decision may apply to the Office of the Victorian Information Commissioner (OVIC) for review under section 49A of the Freedom of Information Act 1982 (Vic) within 28 days of receiving the decision.

FOI requests may be submitted online or in writing to the Tweddle's Freedom of Information representative. The application form is available on Tweddle's Rights and Responsibilities - Tweddle web page. Additional information can be found on the Office of the Victorian Information Commissioner website or the Freedom of Information Act 1982.

During 2025-26, Tweddle received six FOI applications. Of these, five were submitted by individuals and one by an organisation. During the reporting period, Tweddle finalised six FOI requests. Of these, five decisions were made within the applicable statutory timeframe. Of the decisions made outside the statutory timeframe, one was finalised within a further 45 days, and 0 were finalised more than 45 days after the statutory due date.

Building Act 1993

Tweddle complies with the building and maintenance provisions of the Building Act 1993.
We own government buildings at the Footscray site and control the government building in Wyndham. All sites are compliant with building standards, and we have preventative maintenance schedules and audits in place, along with our Essential Safety Services Framework to ensure we continue to conform to these standards.

During the reporting period, we completed urgent major works to one of the original buildings, repairing one third of the roof. This roof replacement project took five weeks project with an investment of $126,000.

Public Interest Disclosures

In accordance with the Public Interest Disclosures Act 2012, there were no matters referred to the Independent Broad-based Anti-Corruption Commission (IBAC). More information about public disclosures can be found on the Rights and Responsibilities section of Tweddle's website.

Emergency Procurement Disclosure

Tweddle has 'nil reports' where emergency procurement was not activated, resulting in nil spending for emergency procurements.

Procurement Complaints Disclosures

Tweddle has 'nil reports' where procurement complaints were received.

Legislation, Compliance and Declarations

Statement on National Competition Policy

Tweddle complies with the Victorian Government guidelines when tendering out service contracts.

Carers Recognition Act 2012

Tweddle complies with its obligations under Section 11 of the Carers Recognition Act 2012. We acknowledge the important contribution made by carers. We are committed to promoting the principles of the Act amongst our employees, and in relevant policies and procedures. We value and support people in care relationships and endeavor to be aware of the needs of carers and take their views into account when providing services.

Sustainability and Environmental Performance

Tweddle recognises the link between the wellbeing of Victorian children and the health of the environment. We are committed to embedding sustainability into our practices and minimising our environmental impact. We continue to support the Victorian public sector to improve environmental sustainability and key principles include:

- Continuing to build a culture that values environmental sustainability
- Build sustainability in our procurement and business operations
- Improve resource efficiency
- Monitor and improve environmental performance

Our utility production and consumption metrics are detailed below. Note higher occupancy rates reported for this period.

Energy Consumption and Emissions	2026	2025
Total Electrical Energy Consumption (Kwh)	551,096	547,755
Total Gas Consumption (Mj)	555,384	329,765
Greenhouse Gas Emissions (Tonnes)	531.72	517.27
Water Consumption (KL)	417,806	409,177

Transportation - Tweddle Vehicles	2026	2025
Petrol	5	6
Hybrid	3	3
Electric	1	
Total	9	9

Waste and Recycling	2026	2025
Recycling Rate	27%	-

Legislation, Compliance and Declarations

Local Jobs First Act 2003

No projects undertaken by Tweddle during 2025-26 met the threshold for the Local Jobs First Act 2003. As such, no Local Industry Development Plans were required or submitted.

Safe Patient Care Act 2015

Tweddle has no obligations to report under section 40 of the Safe Patient Care Act 2015.

Gender Equality Act 2020

Tweddle is a defined entity that takes positive action towards achieving workplace gender equality, promoting gender equality in our policies, programs, and services.
Throughout the year, Tweddle completed a Workforce Audit and a progress report against an action plan for 2022-2025 and new Diversity Inclusion and Belonging Action plan 2025-2030 to the Commission for Gender Equity in the Public Sector.

Additional Information

In accordance with Financial Reporting Directions (FRD 22) and the Financial Management Act 1994, and in compliance with the requirements of the Standing Directions 2018 under the Financial Management Act 1994, details in respect of the items listed below have been retained by Tweddle and are available on request to the relevant Ministers, Members of Parliament and the public, subject to the provisions of the Freedom of Information Act 1982.

- Declarations of pecuniary interests and details of the following:
- Shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- Publications produced by the entity about itself, and how these can be obtained
- Changes in prices, fees, charges, rates, and levies charged by the entity
- Any major external reviews carried out on the entity
- Major research and development activities undertaken by the entity
- Details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- Major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- Assessments and measures undertaken to improve the occupational health and safety of employees
- A statement on industrial relations within the entity and details of time lost through industrial accidents and disputes

A list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved; and details of all consultancies and contractors including:

(i) consultants/contractors engaged;
(ii) services provided; and
(iii) expenditure committed to for each engagement

This information is available on request from:
Executive Director of Finance
Phone: (03) 9689 1577
Email: shree.vijayan@tweddle.org.au



Mandatory Requirements

Financial Management Compliance
I, Annette Mercuri, on behalf of the Responsible Body, certify that Tweddle Child and Family Health Service has no Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions.

Mrs Annette Mercuri | Board Chair
Tweddle Child and Family Health Service
08/10/2026

Conflict of Interest Declaration
I, Kent Burgess on behalf of the Tweddle Child and Family Health Service, certify that Tweddle Child and Family Health Service has put in place appropriate internal controls and processes to ensure that it has complied with the requirements of hospital circular 07/2017. Compliance reporting in health portfolio entities (Revised) and implemented a 'Conflict of Interest' policy consistent with the minimum accountabilities required by the VPSC. Declaration of private interest forms have been completed by all executive staff within Tweddle Child and Family Health Service and members of the board, and all declared conflicts have been addressed and are being managed. Conflict of interest is a standard agenda item for declaration and documentation at each executive board meeting.

Mr Kent Burgess
Interim Chief Executive Officer
Tweddle Child and Family Health Service
08/10/2026



Integrity, Fraud and Corruption Declaration
I, Kent Burgess on behalf of the Tweddle Child and Family Health Service, certify that Tweddle Child and Family Health Service has put in place appropriate internal controls and processes to ensure that Integrity, fraud, and corruption risks have been reviewed and addressed at Tweddle Child and Family Health Service during the year.

Mr Kent Burgess
Interim Chief Executive Officer
Tweddle Child and Family Health Service
08/10/2026

Data Integrity Declaration
I, Kent Burgess, on behalf of the Tweddle Child and Family Health Service, certify that Tweddle Child and Family Health Service has put in place appropriate internal controls and processes to ensure that reported data accurately reflects actual performance. Tweddle Child and Family Health Service has critically reviewed these controls and processes during the year.

Mr Kent Burgess
Interim Chief Executive Officer
Tweddle Child and Family Health Service
08/10/2026

Minor non-compliances with HSV PPs
I, Kent Burgess, on behalf of Tweddle Child and Family Health Service, certify that Tweddle Child and Family Health Service has no material compliance deficiency with respect to the HSV Purchasing Policies as required by the Health Services Act 1988 (Vic). While instances of non-material non-compliance have been identified during the reporting period, Tweddle Child and Family Health Service has an agreement in place with HealthShare Victoria to address and rectify these issues. These instances do not constitute material non-compliance and have not had a significant impact on procurement governance or operational integrity. Tweddle Child and Family Health Service has implemented appropriate internal controls, which have been critically reviewed throughout the year.

Mr Kent Burgess
Interim Chief Executive Officer
Tweddle Child and Family Health Service
08/10/2026

Reporting of Outcomes from Statement of Priorities Part B KPIs

Immunisation

The percentage of healthcare workers immunised against influenza was 96%.

People Matter Survey

Tweddle 2026 People Matter Survey results showed we have a favourable result of 48% in relation to the organisation's safety climate measurement. Since the results in 2026, we have conducted six workshops and developed an organisational action plan to address and improve areas highlighted in our results to improve culture.

Other measures included:

Engagement Index	Response Rate	Inclusion
73 score in 2025	64% response rate in 2026	79% in 2026
77 score in 2025	66% response rate in 2025	87% in 2025
74 score (comparitive group)	66% response rate in 2024	82% (comparitive group)

**Changes to the 2025-26 Health Sector People Matter Survey has affected the 'Percentage of staff with an overall positive response to safety culture survey questions' measure. Historical results are not directly comparable and should be interpreted with consideration of a break in the time series.*

Client Feedback

Hearing directly from the families we support is one of the most meaningful ways we measure the impact of our care. Every client is invited to complete a satisfaction survey after discharge, and in 2025-2026, 565 families shared their feedback, representing a 29% response rate.
The results are a wonderful reflection of the high-quality care our team provides. An outstanding 90% of respondents rated their likelihood of recommending Tweddle as 9 or 10 out of 10, resulting in an exceptional Net Promoter Score of 88.

Additional Information

Additional information in accordance with FRD 22 of the Financial Management Act 1994 has been prepared and is available to Ministers, Members of Parliament, and the public on request. Information pertaining to declarations, pecuniary interests, travel, research, promotions, occupational health and safety, industrial relations, committees, consultancies, and contractors is also available on request from the Director of Finance and Corporate Services, Tweddle Child and Family Health Service.

Attestation

We certify that the Tweddle Child and Family Health Service Report of Operations 2025-26 has been prepared in accordance with the Department of Health Guidelines: Lodging annual reports in Parliament 2025-26 and the Financial Reporting Directions (FRDs) issued by the Department of Treasury and Finance.

*All data published in annual reports is accurate at the time of publishing. Data may change following audit and data verification, which may not be finalised at the time of publishing.

Ms Annette Mercuri
Board Chair
Tweddle Child and Family Health Service
08/10/2026

Mr Kent Burgess
Interim Chief Executive Officer
Tweddle Child and Family Health Service
08/10/2026

Mr Shree Vijayan
Director of Finance
Tweddle Child and Family Health Service
08/102026



Disclosure Index

The Annual Report of Tweddle Child and Family Health Service has been prepared in accordance with all applicable Victorian legislative and reporting requirements, and relevant statutory disclosure obligations.

Legislation	Requirement	Pg. Ref
Charter and Purpose		
FRD 22H	Manner of establishment and the relevant Ministers	3
FRD 22H	Purpose, functions, powers and duties	4-7
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Financial Information		
FRD 22H	Significant changes in financial position during the year Operational and budgetary objectives and performance against objectives Subsequent Events	18
FRD 22H	Details of consultancies under $10,000	18
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Tweddle Child and Family Health Service

Financial Report 2025/2026

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Financial Statements
Financial Year ended 30 June 2026

Board Member's, Accountable Officer's, Chief Finance and Accounting Officer's Declaration.

The attached financial statements for Tweddle Family and Child Health Service have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister Finance under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2026 and financial position of Tweddle at 30 June 2026.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statement for issue on 08 October 2026.

Board Member	**Accountable Officer**	**Chief Finance & Accounting Officer**
Ms Jennifer Lang Treasurer	Mr Kent Burgess Interim Chief Executive Officer	Mr Shree Vijayan Director of Finance
		
Footscray 08 October 2026	Footscray 08 October 2026	Footscray 08 October 2026

tweddle
child & family health service

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Board of Tweddle Child and Family Health Service

Opinion	I have audited the financial report of Tweddle Child and Family Health Service (the health service) which comprises the: • balance sheet as at 30 June 2026 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including material accounting policy information • board member's, accountable officer's and chief finance & accounting officer's declaration. In my opinion the financial report presents fairly, in all material respects, the financial position of the health service as at 30 June 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and Australian Accounting Standards – Simplified Disclosures.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the health service in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	The Board of the health service is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Simplified Disclosures and the *Financial Management Act 1994*, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Board is responsible for assessing the health service'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 it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994,* my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the 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 this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the health service's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board • conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the health service's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the health service to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
9 October 2026

Simone Bohan
as delegate for the Auditor-General of Victoria

Comprehensive Operating Statement

Tweddle Child and Family Health Service
Comprehensive Operating Statement
For the Financial year Ended 30 June 2026

		2026 $	2025 $
Revenue and Income from Transactions			
Revenue from contracts with customers	2.1	8,335,402	8,060,341
Other sources of income	2.1	6,275,383	6,019,115
Non-operating activities		179,471	162,606
Transfer of funds from Foundation		799,924	-
Total Revenue and Income from Transactions		**15,590,180**	**14,242,062**
Expenses from Transactions			
Employee expenses	3.1	(11,434,209)	(10,862,775)
Depreciation and amortisation	4.3	(556,635)	(556,202)
Suppliers & Consumables	3.1	(253,716)	(226,961)
Other operating expenses	3.1	(2,429,373)	(2,385,329)
Total Expenses from Transactions		**(14,673,933)**	**(14,031,267)**
Net Result from Transactions - Net Operating Balance		**916,247**	**210,795**
Other Economic Flows included in Net Result			
Net Gain/(Loss) on financial instruments		-	-
Loss on demolition of Buildings for refurbishment		-	-
Total Other Economic Flows included in Net Result		**-**	**-**
Net Result for the year		**916,247**	**210,795**
Other economic flows -Other Comprehensive Income			
Items that will not be reclassified to Net Result			
Changes in property, plant and equipment revaluation surplus		-	-
Total Other Comprehensive Income		**-**	**-**
Comprehensive Result for the Year		**916,247**	**210,795**

This statement should be read in conjunction with the accompanying notes

Tweddle Child and Family Health Service
Balance Sheet as at 30 June 2026

	Note	2026 $	2025 $
Financial assets			
Cash and cash equivalents	6.2	5,285,401	4,922,330
Receivables	5.1	1,258,960	1,135,830
Total financial assets		**6,544,361**	**6,058,160**
Non-financial assets			
Prepayments		124,555	87,608
Property, plant and equipment	4.1	21,805,257	22,248,210
Right of use assets	4.1	84,800	115,576
Intangible assets	4.2	2,972	7,231
Total non-financial assets		**22,017,584**	**22,458,625**
Total assets		**28,561,945**	**28,516,785**
Liabilities			
Payables	5.4	773,576	958,651
Contract liabilities	5.5	719,979	1,535,774
Borrowings	6.1	183,408	181,713
Employee benefits	3.1	2,091,560	1,963,471
Total liabilities		**3,768,523**	**4,639,609**
Net assets		**24,793,422**	**23,877,176**
Equity			
Property, Plant & Equipment Revaluation surplus		11,046,954	11,046,954
Restricted specific purpose reserve		1,245,844	445,920
Contributed capital		3,587,206	3,587,206
Accumulated Surplus		8,913,418	8,797,096
Total equity		**24,793,422**	**23,877,176**

This statement should be read in conjunction with the accompanying notes

Tweddle Child and Family Health Service
Statement of Changes in Equity
For the Financial Year Ended 30 June 2026

	Property, Plant and Equipment Revaluation Surplus	Restricted Specific Purpose Reserve	Contributed Capital	Accumulated Surplus	Total
	$	$	$	$	$
Balance at 1 July 2024	**11,046,954**	**410,930**	**3,587,206**	**8,586,301**	**23,631,391**
Net result for the year	-	-	-	210,794	210,794
Movement in reserve	-	34,990	-	-	34,990
Other comprehensive income for the year	-	-	-	-	-
Balance at 30 June 2025	**11,046,954**	**445,920**	**3,587,206**	**8,797,095**	**23,877,175**
Net result for the year				916,247	916,247
Movement in reserve	-	799,924		(799,924)	-
Other comprehensive income for the year					-
Balance at 30 June 2026	**11,046,954**	**1,245,844**	**3,587,206**	**8,913,418**	**24,793,422**

This statement should be read in conjunction with the accompanying notes

Tweddle Child and Family Health Service
Cash Flow Statement
For the Financial Year Ended 30 June 2026

	Note	2026 $	2025 $
Cash Flows from Operating Activities			
Operating grants from government		12,471,574	11,325,179
Capital grants from government - State		20,000	20,000
Interest and investment income received		269,144	183,551
GST Received from ATO		157,633	169,009
Transfer from Tweddle Foundation	8.6	799,924	-
Other Receipts		1,084,243	2,045,278
Total Receipts		**14,802,518**	**13,743,017**
Employee expenses paid		(11,244,934)	(10,218,029)
Payments for supplies and consumables		(3,108,325)	(3,197,913)
Finance Costs		(9,236)	(7,704)
Total Payments		**(14,362,495)**	**(13,423,646)**
Net Cash Flows from/(used in) Operating Activities		**440,023**	**319,371**
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		(78,647)	(55,490)
Proceeds from disposal of property, plant and equipment		-	55,564
Proceeds from disposal of investments		-	16,897
Net Cash Flows from/(used in) Investing Activities		**(78,647)**	**16,971**
Cash Flows from Financing Activities			
Repayment of borrowings		1,695	23,131
Net Cash Flows from /(used in) Financing Activities		**1,695**	**23,131**
Net Increase/(Decrease) in Cash and Cash Equivalents Held		**363,071**	**359,473**
Cash and cash equivalents at beginning of year		**4,922,330**	**4,562,857**
Cash and Cash Equivalents at End of Year	6.2	**5,285,401**	**4,922,330**

This statement should be read in conjunction with the accompanying notes

Notes to the Financial Statements

Tweddle Child and Family Health Service

For the Financial Year Ended 30 June 2026

Structure

1.1 Basis of preparation
1.2 Material accounting estimates and judgements
1.3 Reporting entity
1.4 Economic dependency

Note 1: About this Report

These financial statements represent the financial statements of Tweddle Child and Family Health Service (Tweddle) for the year ended 30 June 2026.

Tweddle is a not-for-profit entity established as a public agency on 1 October 1987 under the *Health Services Act 1988 (Vic).* A description of the nature of its operations and its principal activities is included in the Report of Operations, which does not form part of these financial statements.

This section explains the basis of preparing the financial statements.

Note 1.1: Basis of preparation

These financial statements are Tier 2 general purpose financial statements which have been prepared in accordance with AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060) and Financial Reporting Direction 101 Application of Tiers of Australian Accounting Standards (FRD 101).

These general-purpose financial statements have been prepared in accordance with the FMA and applicable Australian Accounting Standards (AASs), which include interpretations, issued by the Australian Accounting Standards Board (AASB).

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 *Contributions,* contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of Tweddle.

The financial statements have been prepared on a going concern basis (refer to Note 1.4 Economic Dependency).

The financial statements are presented in Australian Dollars.

The annual financial statements were authorised for issue by the Board of Tweddle on 08 October 2026.

Note 1: Basis of Presentation (Continued)

Note 1.2: Material Accounting estimates and judgements

Management makes estimates and judgements when preparing the financial statements.

These estimates and judgements are based on historical knowledge and the best available current information and assume any reasonable expectation of future events. Actual results may differ.

Revisions to estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

The material accounting judgements and estimates used, and any changes thereto, are disclosed within the relevant accounting policy.

Note 1.3: Reporting entity

The financial statements include all the controlled activities of Tweddle.

Tweddle's principal address is:
49-71 Adelaide Street
Footscray
Victoria 3011

Note 1.4: Economic Dependency

The financial statements have been prepared on a going concern basis. Tweddle is a public health service governed and managed in accordance with the *Health Services Act 1988* and its results form part of the Victorian General Government consolidated financial position. Tweddle provides essential services and is predominantly dependent on the continued financial support of the State Government, particularly the Department of Health, and the Commonwealth funding via the National Health Reform Agreement (NHRA). The State of Victoria plans to continue Tweddle operations and on that basis, the financial statements have been prepared on a going concern basis.

In June 2026, Tweddle and the Queen Elizabeth Centre (QEC) entered into an agreement to voluntarily amalgamate. On 11 September 2026, the Minister for Health approved the amalgamation, effective from 1 April 2027. On 24 September 2026, an Order of the Governor in Council giving effect to the amalgamation was published in the Victorian Government Gazette. From the effective date, the amalgamated public health service will operate as Kinhaven.

Tweddle will continue to operate and receive government funding until the effective date of the amalgamation. Thereafter, Tweddle's functions and essential services will continue through Kinhaven, with the relevant assets and liabilities transferring to or being assumed by Kinhaven within the Victorian General Government Sector.

Accordingly, Tweddle's assets and liabilities are expected to be realised and settled through the continuing public health service arrangements. On this basis, the Board has concluded that the going

concern basis of preparation remains appropriate and that the amalgamation does not give rise to a material uncertainty related to going concern.

Note 2: Funding delivery of our services

Tweddle is an Early Parenting Centre operating as a registered public hospital. We work with babies, toddlers and their families to nurture health and wellbeing through a range of early parenting programs and supports with a commitment to driving sector improvement through research, education and advocacy. The contributions of our employees, consumers, diverse communities and other agencies that share our goals are fundamental to our success. Our resources are committed to health services that are ethically, socially and financially responsible.

Tweddle has made the judgement that amounts received in relation to government grants should be recognised under AASB 15 on the basis that the income is recognised on completion of targets.

Structure

2.1 Revenue and income from transactions

	Note	Total 2026 $	Total 2025 $
Revenue from contracts with customers	2.1(a)	8,335,402	8,060,341
Other sources of income	2.1(b)	6,275,383	6,019,115
		14,610,785	**14,079,456**

Note 2.1(a) : Revenue from contracts with customers

	Total 2026 $	Total 2025 $
Revenue from Contracts with Customers		
-Government grants (State) - Operating	7,603,348	7,236,948
-Patient and resident fees	-	-
-Commercial activities [1]	732,054	823,393
Total Revenue from Contracts with Customers	**8,335,402**	**8,060,341**

[1]. Commercial activities represent business activities which Tweddle enters into to support their operations.

How we recognise revenue from contracts with customers

Government grants

Revenue from government operating grants that are enforceable and contain sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15.

In contracts with customers, the 'customer' is the funding body, who is the party that promises funding in exchange for Tweddle's goods and services. Tweddle funding bodies often direct that goods or services are to be provided to third party beneficiaries, including individuals or the community at large. In such instances, the customer remains the funding body that has funded the program or activity, however the delivery of goods or services to third party beneficiaries is a characteristic of the promised good or service being transferred to the funding body.

This policy applies to each of Tweddle's revenue streams, with information detailed below relating to Tweddle's material revenue streams:

Government grant	Performance obligation
Early Parenting Centre	The Early Parenting Centre Supports Child Protection & Family Services. Tweddle is required to provide a set number of services delivery. Revenue is recognised over time, as and when the services are delivered.

Patient and Resident Fees

Patient and resident fees are charges incurred by patients for services they receive. Patient and resident fees are recognised under AASB 15 at a point in time when the performance obligation, the provision of services, is satisfied, except where the patient and resident fees relate to accommodation charges. Accommodation charges are calculated daily and are recognised over time, to reflect the period accommodation is provided.

Note 2.1(b) : Other sources of income

	Total 2026 $	Total 2025 $
Other Sources of Income		
-Government grants (State) - Operating	6,105,433	5,087,608
-Government grants (State) - Capital - Cash	20,000	-
-Government grants (State) - Capital - Non-cash	-	719,781
-Operating Interest	8,679	7,132
-Other revenue from operating activities (including non-capital donations)	141,271	204,594
Total Other Sources of Income	**6,275,383**	**6,019,115**

Under the Victorian government plans to expand and improve the Early Parenting Centres (EPC), the facility at the Footscray site was refurbished and the refurbishment was completed, and the site was handed over on 31 May 2024. Phases 2 and 3 of the projects were completed during 2024/25 and have been capitalised at a cost of $595,449 with the corresponding amount being recognised as a capital grant for the year.

How we recognise other sources of income

Government grants

Tweddle recognises income of not-for-profit entities under AASB 1058 where it has been earned under arrangements that are either not enforceable or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations or that are not enforceable, is recognised when Tweddle has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, Tweddle recognises any related contributions by owners, increases in liabilities, decreases in assets or revenue (related amounts) in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- Contributions by owners, in accordance with AASB 1004 Contributions
- revenue or contract liability arising from a contract with a customer, in accordance with AASB 15

- a lease liability in accordance with AASB 16 *Leases*
- a financial instrument, in accordance with AASB 9 *Financial Instruments*
- a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Capital grants

Where Tweddle receives a capital grant it recognises a liability, equal to the financial asset received less amounts recognised under other Australian Accounting Standards.

Income is recognised in accordance with AASB 1058 progressively as the asset is constructed which aligns with Tweddle's obligation to construct the asset. The progressive percentage of costs incurred is used to recognise income, as this most accurately reflects the stage of completion.

Non-cash contributions from the Department of Health
The Department of Health makes some payments on behalf of Tweddle as follows:

Suppliers	Description
Department of Health	Long Service Leave (LSL) revenue is recognised upon finalisation of movements in LSL liability in line with the long service leave funding arrangements with the Department of Health.
Victorian Managed Insurance Authority	The Department of Health purchases non-medical indemnity insurance for Tweddle which is paid directly to the Victorian Managed Insurance Authority. To record this contribution, such payments are recognised as income with a matching expense in the net result from the transactions.
Department of Transport and Planning	The Department of Health made payments to the Victorian Health Building Authority to fund capital works projects during the year ended 30 June 2026, on behalf of Tweddle.

Donations and Other Bequests
Donations and bequests are generally recognised as income upon receipt (which is when Tweddle usually obtained control of the asset) as they do not contain sufficiently specific and enforceable performance obligations. Where sufficiently specific and enforceable performance obligations exist, revenue is recorded as and when the performance obligation is satisfied.

Interest Income
Interest revenue is recognised on a time proportionate basis that considers the effective yield of the financial asset, which allocates interest over the relevant period.

Note 3: The Cost of Delivering Our Services

This section provides an account of the expenses incurred by the health service in delivering services and outputs. In Section 2, the funds that enable the provision of services were disclosed and in this note the costs associated with the provision of services are disclosed.

Structure

3.1 Expenses incurred in the delivery of services

Note 3.1: Expenses incurred in delivery of services

	Note	2026	2025
		$	$
Employee expenses	3.1(a)	11,434,209	10,862,775
Supplies and consumables	3.1(c)	253,716	226,961
Other Operating Expenses	3.1(d)	2,429,373	2,385,329
Total expenses incurred in delivery of services		**14,117,298**	**13,475,065**

Note 3.1 (a): Employee expenses

	2026	2025
	$	$
Salaries and wages	8,673,663	8,216,817
Superannuation expenses	1,143,982	1,036,043
On-costs	1,398,307	1,269,130
Agency expenses	218,257	340,785
Total Employee Expenses	**11,434,209**	**10,862,775**

Defined contribution superannuation expense and defined benefit superannuation expense have been combined.

How we recognise employee expenses

Employee expenses include salaries and wages, fringe benefits tax, leave entitlements, termination payments, WorkCover payments and agency expenses.

The amount recognised in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

Note 3.1 (b): Employee-related provisions

	2026 $	2025 $
Current provisions for employee benefits		
Accrued days off	37,539	22036
Annual Leave	768,179	638,546
Long service leave	709,913	845,947
Provision for on-costs	183,151	118,462
Total current provisions for employee benefits	**1,698,782**	**1,624,991**
Non-current provisions for employee benefits		
Long service leave	349,124	300,651
Provision for on-costs	43,654	37,829
Total non-current provisions for employee benefits	**392,778**	**338,480**
Total provisions for employee benefits	**2,091,560**	**1,963,471**

How we recognise employee-related provisions

Employee related provisions are accrued for employees in respect of accrued days off, annual leave and long service leave, for services rendered to the reporting date.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Statement of Comprehensive Income as sick leave is taken.

Annual leave and accrued days off

Liabilities for annual leave and accrued days off are recognised in the provision for employee benefits as current liabilities because Tweddle does not have an unconditional right to defer settlement of these liabilities.

Depending on the expectation of the timing of settlement, liabilities for annual leave and accrued days off are measured at:

- nominal value – if Tweddle expects to wholly settle within 12 months or
- present value – if Tweddle does not expect to wholly settle within 12 months.

Long service leave

The liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed in the notes to the financial statements as a current liability even where Tweddle does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months. An unconditional right arises after a qualifying period.

The components of this current LSL liability are measured at:

- nominal value – if Tweddle Child and Family Health expects to wholly settle within 12 months or

- present value – if Tweddle Child and Family Health does not expect to wholly settle within 12 months.

Conditional LSL is measured at present value and is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service.

Provisions

Employment on costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred. The on-costs provision is immaterial in 2026.

How we recognise other operating expenses

Expense recognition

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Note 3.1 (c): Supplies and consumables

	2026 $	2025 $
Food	207,676	189,777
Others	46,040	37,184
Total supplies and consumables	**253,716**	**226,961**

Supplies and consumables

Supplies and consumable costs are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any inventories held for distribution are expensed when distributed.

Note 3.1 (d): Other operating expenses

	2026 $	2025 $
Fuel, light, power and water	170,759	145,084
Repairs and maintenance	387,663	279,513
Maintenance contracts	262,476	273,334
IT Expenses	738,326	716,289
Consultancy Expenses	287,592	253,023
Utilities	46,119	47,544
Other administrative expenses	535,599	669,308
Brokerage Fees	839	1,234
Total Other Operating Expenses	**2,429,373**	**2,385,329**

Other operating expenses

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

The DH also makes certain payments on behalf of Tweddle. These amounts have been brought to account in determining the operating result for the year, by recording them as revenue (Refer to Note 2.1(b)) and recording a corresponding expense.

Note 4: Key assets to support service delivery

Tweddle controls infrastructure and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to Tweddle to be utilised for delivery of services.

Significant judgement – Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.3 in connection with how those fair values were determined.

Structure
4.1 Property, plant and equipment
4.2 Intangible assets
4.3 Depreciation and amortisation

Note 4.1: Property, plant and equipment

	Gross carrying amount		Accumulated Depreciation		Net carrying amount	
	2026	2025	2026	2025	2026	2025
	$	$	$	$	$	$
Land at fair value - Crown	7,807,500	7,807,500			7,807,500	7,807,500
Land at fair value - Freehold	1,700,000	1,700,000			1,700,000	1,700,000
Buildings at fair value	12,587,652	12,587,652	738,749	380,767	11,848,903	12,206,885
Leasehold Improvements	61,369	61,369	5,115	2,660	56,254	58,709
Plant and equipments	716,137	710,788	544,047	510,716	172,090	200,072
Computers and communications equipment	861,313	838,827	666,476	592,999	194,837	245,828
Furniture and fittings	302,348	295,728	276,675	266,512	25,673	29,216
	24,036,319	24,001,864	**2,231,062**	1,753,654	**21,805,257**	22,248,210

How we recognise property, plant and equipment

Items of property, plant and equipment are initially measured at cost and are subsequently measured at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, being far below the fair value of the asset, the deemed cost is its fair value at the date of acquisition. Assets transferred as part of an amalgamation/machinery of government change are transferred at their carrying amounts.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Note 4: Key assets to support service delivery (Continued)

Note 4.1 (a) :Reconciliation of the carrying amount of each class of asset

	Land	Buildings	Leasehold Improvements	Plant & Equipment	Computers & Comm Equipment	Furniture & Fittings	Total
	$	$	$'000	$	$	$	$
Balance at 1 July 2025	**9,507,500**	**12,206,885**	**58,709**	**200,072**	**245,828**	**29,216**	**22,248,210**
Additions	-	-		5,349	22,486	6,620	34,455
Disposals	-						-
Revaluation increments/(decrements)							-
Asset written off							-
Depreciation	-	(357,982)	(2,455)	(33,331)	(73,477)	(10,163)	(477,408)
Balance at 30 June 2026	**9,507,500**	**11,848,903**	**56,254**	**172,090**	**194,837**	**25,673**	**21,805,257**

Fair value assessments have been performed for all classes of assets in this purpose group and the decision was made that the movements were not material (less than or equal to 10%). As such, an independent revaluation was not required per FRD 103. In accordance with FRD 103, Tweddle Child and Family Health Service has elected to apply the practical expedient in FRD 103 Non-Financial Physical Assets and has therefore not applied the amendments to AASB 13 Fair Value Measurement. The amendments to AASB 13 will be applied at the earlier of the interim revaluation or next scheduled independent revaluation, which is planned to be undertaken in 2029, in accordance with Tweddle Child and Family Health Service's revaluation cycle.

4.1 (b) Right-of-use assets and accumulated depreciation

	2026 $	2025 $
Right of use vehicles at cost	278,579	234,387
Less accumulated depreciation	(193,779)	(118,811)
	84,800	**115,576**

4.1(c) Reconciliation of right-of-use assets

	Leased Vehicles $	Total $
Balance at 1 July 2025	115,576	115,576
Additions/Adjustments	44,192	44,192
Depreciation	(74,968)	(74,968)
Balance at 30 June 2026	84,800	84,800

(1) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for year ended 30 June 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further information, refer note 7.3.

How we recognise right-of-use assets

Initial Recognition

When Tweddle enters a contract, which provides the health services with the right to control the use of an identified asset for a period in exchange for payment, this contract is considered a lease.

Unless the lease is considered a short-term lease or a lease of a low-value asset (refer to Note 6.1 for further information) the contract gives rise to a right-of-use asset and corresponding lease liability.

The right-of-use asset is initially measured at cost and comprises the initial measurement of the corresponding lease liability, adjusted for:

- any lease payments made at or before the commencement date
- any initial direct costs incurred and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received.

Subsequent measurement

Right-of-use assets are subsequently measured at cost less accumulated depreciation, impairment and any adjustments for remeasurement of the lease liability.

Further information regarding fair value measurement is disclosed in Note 7.3.

4.1 (c) Impairment of property, plant and equipment

The recoverable amount of the primarily non-financial physical assets of Tweddle, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.

Tweddle has assessed all right-of-use assets for impairment, and no indicators of impairment are identified as at 30 June 2026.

Note 4.2: Intangible Assets

	Software 2026 $	Total 2026 $
Gross Carrying amount		
Opening balance	647,063	647,063
Additions	-	-
Closing Balance	**647,063**	**647,063**
Accumulated amortisation and impairment		
Opening balance	(639,832)	(639,832)
Additions	(4,259)	(4,259)
Closing balance	**(644,091)**	**(644,091)**
Net carrying value at the end of the financial year	**2,972**	**2,972**

How we recognise intangible assets

Initial recognition

Intangible assets are initially recognised at cost.

Subsequent measurement

Intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses.

Impairment

Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

Note 4.3 Depreciation and amortisation

How we recognise depreciation

All buildings, plant and equipment and other non-financial physical assets (excluding items under assets held for sale, land and investment properties) that have finite useful lives are depreciated. Depreciation is generally calculated on a straight-line basis at rates that allocate the asset's value, less any estimated residual value over its estimated useful life.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the health service anticipates exercising a purchase option, the specific right-of-use asset is depreciated over the useful life of the underlying asset.

How we recognise amortisation

Amortisation is the systematic allocation of the depreciable amount of an asset over its useful life.

Useful lives of non-current assets

The following table indicates the expected useful lives of non-current assets on which the depreciation and amortisation charges are based.

	2025 and 2026
Buildings	Up to 40 years
Plant and Equipment	5 to 10 years
Computers and Communication Equipment	3 years
Furniture and Fittings	5 to 10 years
Motor Vehicles	3 to 5 years
Computer Software	3 to 5 years

Note 5: Other Assets and Liabilities

This section sets out those assets and liabilities that arose from Tweddle's operations.

Structure
5.1 Receivables
5.2 Contract Assets
5.3 Impairment of financial assets
5.4 Payables
5.5 Contract Liabilities

Note 5.1: Receivables

	2026 $	2025 $
Current Receivables		
Contractual		
Trade Debtors	79,071	110,839
Total Contractual Receivables	**79,071**	**110,839**
Statutory		
GST Receivable	30,349	19,363
Total Statutory Receivables	**30,349**	**19,363**
TOTAL CURRENT RECEIVABLES	**109,420**	**130,202**
NON-CURRENT		
Contractual		
Long service leave - Department of Health	1,149,540	1,005,628
TOTAL NON-CURRENT RECEIVABLES	**1,149,540**	**1,005,628**
TOTAL RECEIVABLES	**1,258,960**	**1,135,830**
(i) Financial assets classified as receivables		
Total receivables	1,258,960	1,135,830
GST Receivable	(30,349)	(19,363)
Total financial assets classified as receivables	**1,228,611**	**1,116,467**

Note 5: Other Assets and Liabilities (Continued)

How we recognise receivables

Receivables consist of:

- **Contractual receivables** including debtors that relate to goods and services. These receivables are classified as financial instruments and are categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction cost. The health service holds the contractual receivables with the objective to collect the contractual cash flows and therefore they are subsequently measured at amortised cost using the effective interest method, less any impairment.
- **Statutory receivables** including Goods and Services Tax (GST) input tax credits that are recoverable. Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments for disclosure purposes. Statutory receivables are recognised and measured in accordance with the applicable accounting standards and are not classified as financial instruments for disclosure purposes.

Note 5.2 : Contract Assets

	2026 $	2025 $
Current		
Contract Assets	-	
Total Current Contract Asserts	-	-
Total Contract Assets	-	-

How we recognise contract assets

Contract assets relate to Tweddle's right to consideration in exchange for goods transferred to customers for works completed but not yet billed at the reporting date. The contract assets are transferred to receivables when the rights become unconditional and at this time an invoice is issued. Contract assets are expected to be recovered during the next financial year.

Note 5.3 Impairment of financial assets

How we recognise impairment of financial assets

Tweddle records the allowance for expected credit loss for the relevant financial instruments applying AASB 9's expected credit loss approach. Tweddle 's contractual receivables and statutory receivables are subject to this impairment assessment. Contract assets recognised are also subject to the impairment requirement of AASB 9, however contract assets are immaterial.

Tweddle applies the simplified approach, which requires the loss allowances to always be measured at an amount equal to lifetime expected credit losses. The loss allowance is based on assumptions about risk of default and expected loss rates.

Contractual receivables at amortised cost

Tweddle has grouped contractual receivables on shared credit risk characteristics and days past due and has selected the expected credit loss rate based on Tweddle's past history, existing market conditions, as well as forward looking estimates at the end of the financial year.

Management assessed expected credit losses as immaterial and no allowance was required.

Statutory receivables at cost

The statutory receivables are considered to have low credit risk, considering the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance recognised for these financial assets during the period was limited to 12 months of expected credit losses. No loss allowance has been recognised.

Note 5.4: Payables

	2026 $	2025 $
Current payables and contract liabilities		
Contractual		
Trade creditors	195,837	200,818
Accrued salaries and wages	217,642	448,892
Accrued expenses	360,097	308,941
Total contractual payables	**773,576**	**958,651**
TOTAL CURRENT PAYABLES	**773,576**	**958,651**
(i) financial liabilities classified as payables		
Total payables	773,576	958,651
GST Payable	-	-
Total financial liabilities classified as payables	**773,576**	**958,651**

Note 5: Other Assets and Liabilities (Continued)

How we recognise payables

Payables consist of:

- **Contractual payables:** Including payables that relate to the purchase of goods and services. There payables are classified as financial instruments and measured at amortised cost. Accounts payable and salaries and wages payable represent liabilities for goods and services provided to Tweddle prior to the end of the financial year that are unpaid.
- **Statutory payables:** including Goods and Services Tax (GST) payable. Statutory payables are recognised and measured similarly to contractual payables, are not classified as financial instruments, and not included in the category of financial liabilities at cost, because they do not arise from contracts.

Payables for supplies and services have an average credit period of 30 days.

Note 5.5 Contract Liabilities

	2026 $	2025 $
Current		
Contract liabilities	719,979	1,535,774
Total current contract liabilities	**719,979**	**1,535,774**
TOTAL CONTRACT LIABILITIES	**719,979**	**1,535,774**

How we recognise contract liabilities

Contract liabilities include consideration received in advance from customers in respect of Early Parenting and Home-based assessments.

Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 2.1.

Note 6: How we finance our operations

This section provides information on the sources of finance utilised by Tweddle during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the health service.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 7.1 provides additional, specific financial instrument disclosures.

Structure

6.1 Borrowings
6.2 Cash and cash equivalents
6.3 Commitments for expenditure

Note 6.1: Borrowings

	2026 $	2025 $
Current borrowings		
Lease liability	101,536	94,595
Total current borrowings	**101,536**	94,595
Non current borrowings		
Lease liability	81,872	87,118
Total non-current borrowings	**81,872**	87,118
Total Borrowings	**183,408**	181,713

How we recognise borrowings

Borrowings refer to interest bearing liabilities mainly raised from lease liabilities.

Borrowings are classified as financial instruments. Interest bearing liabilities are classified at amortised cost and recognised at the fair value of the consideration received directly attributable to transaction costs and subsequently measured at amortised cost using the effective interest method.

Note 6: How We Finance Our Operations (Continued)

Lease Liabilities

Tweddle's lease liabilities are summarised below:

	2026 $	2025 $
Not later than one year	109,157	100,084
Later than 1 year and not later than 5 years	88,018	90,051
Minimum lease payments	**197,175**	**190,135**
Less future finance charges	(13,767)	(8,422)
TOTAL	**183,408**	**181,713**
Included in the financial statements as:		
Current borrowings - lease liability	101,536	94,595
Non-current borrowings - lease liability	81,872	87,118
TOTAL	**183,408**	**181,713**

How we recognise lease liabilities

A lease is defined as a contract, or part of a contract, that conveys the right for Tweddle to use an asset for a period in exchange for payment.

To apply this definition, Tweddle ensures the contract meets the following criteria:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to Tweddle and for which the supplier does not have substantive substitution rights
- Tweddle has the right to obtain substantially all the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and Tweddle has the right to direct the use of the identified asset throughout the period of use and
- Tweddle has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Note 6: How We Finance Our Operations (Continued)

Tweddle's lease arrangements consist of the following:

Type of asset leased	Lease term
Leased land	25 years
Leased buildings	25 years
Leased plant, equipment, furniture, fittings and vehicles	3 years

All leases are recognised on the balance sheet, except for low value leases (less than $10,000 AUD) and short-term leases of less than 12 months. Tweddle has elected to apply the practical expedients for short-term leases and leases of low-value assets. As a result, no right-of-use asset or lease liability is recognised for these leases; rather, lease payments are recognised as an expense on a straight-line basis over the lease term, within "other operating expenses" (refer to Note 3.1).

The following low value, short term and variable lease payments are recognised in profit or loss:

Type of payment	Description of payment	Type of leases captured
Low value lease payments	Leases where the underlying asset's fair value, when new, is no more than $10,000	The Early Parenting Centre based at 239-245 Princess Highway; Werribee is leased to Tweddle at a cost of $104 per annum
Short-term lease payments	Leases with a term less than 12 months	None
Variable lease payments not based on an index or rate	Payments which are not based on an index or rate	None

Initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or Tweddle's incremental borrowing rate. Our lease liability has been discounted by rates of between 3% to 3.5%.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee and
- payments arising from purchase and termination options reasonably certain to be exercised.

Note 6: How We Finance Our Operations (Continued)

Subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Leases with significantly below market terms and conditions

Tweddle holds lease arrangements which contain significantly below-market terms and conditions, which are principally to enable the health service to further its objectives. These are commonly referred to as concessionary lease arrangements. Tweddle measures its concessionary lease arrangements at cost, both initially and subsequently.

The nature and terms of such lease arrangements, including Tweddle's dependency on such lease arrangements is described below:

Description of leased asset	Our dependence on lease	Nature and terms of lease
Early Parenting Centre located at 239-245 Princess Highway, Werribee	The leased facility is used for the early parenting services. Tweddle's dependence on this lease is considered low. The premises is purpose designed for an early parenting centre and Tweddle received funding from the state government to provide services from the premises.	Lease payments of $104 are required per annum. The lease commenced in October 2023 and has a lease term of 25 years. Restrictions placed on the use of the asset include the operation of an Early Parenting Centre.

Note 6.2: Cash and Cash Equivalents

	Total 2026 $	Total 2025 $
Cash on hand (excluding monies held in trust)	350	350
Cash at Bank (excluding monies held in trust)	3,279,372	2,958,423
High interest account - Macquarie Bank	2,005,679	1,963,557
Balance as per cash flow statement	**5,285,401**	**4,922,330**

Note 6: How we finance our operations (Continued)

Note 6.3: Commitments for expenditure

	2026	2025
		$
Operating expenditure commitments		
Less than one year	195,476	150,222
Longer than one year but not longer than five years	150,007	377,543
Five years or more	-	-
	345,483	**527,765**
Total commitments for expenditure (inclusive of GST)	**345,483**	**527,765**
Less GST Recoverable from Australian Taxation Office	31,408	47,979
Total commitments for expenditure (exclusive of GST)	**314,075**	**479,786**

How we disclose our commitments

Our commitments relate to operating expenditure only.

Expenditure commitments

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed at their nominal value and are inclusive of the GST payable. In addition, where it is considered appropriate and provides additional relevant information to users, the net present values of significant projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised on the Balance Sheet.

Short term and low value leases

Tweddle discloses short term and low value lease commitments which are excluded from the measurement of right-of-use assets and lease liabilities. Refer to Note 6.1 for further information.

Note 7: Financial instruments, contingencies and valuation judgements

Tweddle is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the health service is related mainly to fair value determination.

Structure

7.1 Financial instruments
7.2 Contingent assets and contingent liabilities
7.3 Fair value determination

Note 7.1: Financial Instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of Tweddle's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines, and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Note 7.1.1 Categorisation of Financial Instruments

	Note	Carrying Amount	Net gain/(loss)	Total interest income/(ex	Fee income/(ex penses)	Impairment Loss
		$	$	$	$	$
30 June 2026						
Contractual Financial Assets						
Cash and Cash Equivalents	6.2	5,285,401		188,150	-	-
Receivables	5.1	1,228,611			-	-
Contract assets	5.2	-	-	-	-	-
Total Financial Assets [i]		**6,514,012**	**-**	**188,150**	**-**	**-**
Financial Liabilities						
Payables	5.4	773,576			-	-
Borrowings	6.1	183,408		9,236	-	-
Total Financial Liabilities [i]		**956,984**	**-**	**9236**	**-**	**-**
30 June 2025						
Contractual Financial Assets						
Cash and Cash Equivalents	6.2	4,922,330	-	169,738	-	-
Receivables	5.1	1,116,467	-	-	-	-
Contract assets	5.2	-	-	-	-	-
Total Financial Assets [i]		**6,038,797**	**-**	**169,738**	**-**	**-**
Financial Liabilities						
Payables	5.4	958,651	-	-	-	-
Borrowings	6.1	181,713	-	7,704	-	-
Total Financial Liabilities [i]		**1,140,364**	**-**	**7,704**	**-**	**-**

[i] The carrying amount excludes statutory receivables (i.e. GST receivable) and statutory payables (i.e. GST Payable).

Note 7: Financial instruments, contingencies and valuation judgements (Continued)

How we categorise financial instruments

Financial assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by Tweddle solely to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specific dates.

These assets are initially recognised at fair value plus any directly attributable transaction costs and are subsequently measured at amortised cost using the effective interest method less any impairment**.**

Tweddle recognises the following assets in this category:

- cash and deposits
- receivables (excluding statutory receivables) and
- term deposits.

Financial assets at fair value through other comprehensive incomes

A financial asset that meets the following conditions is subsequently measured at fair value through other comprehensive income:

- the assets are held by Tweddle to achieve its objective both by collecting the contractual cash flows and by selling the financial assets, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

Equity investments are measured at fair value through other comprehensive income if the assets are not held for trading and Tweddle has irrevocably elected at initial recognition to recognise in this category.

Tweddle recognises investments in equity instruments in this category.

Financial Assets Measured at Fair Value through net result

Tweddle initially designates a financial instrument as measured at fair value through net result if:

- it eliminates or significantly reduces a measurement or recognition inconsistency (often referred to as an "accounting mismatch") that would otherwise arise from measuring assets or recognising the gains and losses on them, on a different basis

Note 7: Financial instruments, contingencies and valuation judgements (continued)

- it is in accordance with the documented risk management or investment strategy and information about the groupings was documented appropriately, so the performance of the financial asset can be managed and evaluated consistently on a fair value basis, or
- it is a hybrid contract that contains an embedded derivative that significantly modifies the cash flows otherwise required by the contract.

The initial designation of the financial instruments to measure at fair value through net result is a one-time option on initial classification and is irrevocable until the financial asset is derecognised.

Tweddle recognises listed equity securities as mandatorily measured at fair value through net result and has designated all managed investment schemes as well as certain 5-year government bonds as fair value through net result.

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities are measured at amortised cost using the effective interest method, where they are not held at fair value through net result.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in net result over the relevant period. The effective interest is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

Tweddle recognises the following liabilities in this category:

- payables (excluding statutory payables and contract liabilities)
- borrowings (including lease liabilities)
- other liabilities.

Financial liabilities at fair value through net result

A financial liability is measured at fair value through net result if the financial liability is:

- held for trading or
- initially designated as at fair value through net result.

Changes in fair value are recognised in the net results as other economic flows, unless the changes in fair value relate to changes in Tweddle's own credit risk. In this case, the portion of the change attributable to changes in Tweddle's own credit risk is recognised in other comprehensive income with no subsequent recycling to net result when the financial liability is derecognised.

Note 7: Financial instruments, contingencies and valuation judgements (Continued)

Derecognition of financial assets:

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired
- Tweddle retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement
- Tweddle has transferred its rights to receive cash flows from the asset and either:
    1. has transferred substantially all the risks and rewards of the asset
    2. has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Where Tweddle has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of Tweddle's continuing involvement in the asset.

Derecognition of financial liabilities:

A financial liability is derecognised when the obligation under the liability is discharged, cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

Reclassification of financial instruments:

A financial asset is required to be reclassified between fair value through net result, fair value through other comprehensive income and amortised cost when and only when Tweddle's business model for managing its financial assets has changed such that its previous model would no longer apply.

A financial liability reclassification is not permitted.

Note 7.2: Contingent Assets and Contingent Liabilities

Tweddle has nil contingencies to report for the year ended 30 June 2026 (2025 - nil).

How we measure and disclose contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Note 7: Financial instruments, contingencies and valuation judgements (continued)

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent Assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the health service.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

Contingent Liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the health service, or
- present obligations that arise from past events but are not recognised because:
  - It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations or
  - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

Note 7: Financial instruments, contingencies and valuation judgements (Continued)

Note 7.3 Fair Value determination

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through net operating result
- financial assets and liabilities at fair value through other comprehensive income
- property, plant and equipment, with the exception of right-of-use assets arising under AASB 16, which are measured using the cost model

In addition, the fair values of other assets and liabilities that are carried at amortised cost, also need to be determined for disclosure purposes.

Valuation hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable, and
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Tweddle determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. There have been no transfers between levels during the period.

Tweddle monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required. The Valuer-General Victoria (VGV) is Tweddle's independent valuation agency for property, plant and equipment.

Fair value determination: non-financial physical assets

AASB 2010-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 *Fair Value Measurement* by adding Appendix F *Australian Implementation Guidance for Not-for-Profit Public Sector Entities.* Appendix F explains and illustrates the application of the principals in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation process (whichever is earlier).

Note 7: Financial instruments, contingencies and valuation judgements (Continued)

The last scheduled full independent valuation of all Tweddle's non-financial physical assets was performed by VGV on 30 June 2024. The annual fair value assessment for 30 June 2026 using VGV indices does not identify material changes in value. In accordance with FRD 103, Tweddle will reflect Appendix F in its next scheduled formal revaluation on 30 June 2029 or interim revaluation process (whichever is earlier). All annual fair value assessments thereafter will continue compliance with Appendix F.

For all assets measured at fair value, Tweddle considers the current use as its highest and best use.

Non-specialised land and non-specialised buildings

Non-specialised land and non-specialised buildings are valued using the market approach. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value. From this analysis, an appropriate rate per square metre has been applied to the asset.

Specialised land and specialised buildings

Specialised land includes Crown Land which is measured at fair value with regard to the property's highest and best use after due consideration is made for any legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset.

During the reporting period, Tweddle held Crown Land. The nature of this asset means that there are certain limitations and restrictions imposed on its use and/or disposal that may impact their fair value.

The market approach is also used for specialised land although it is adjusted for the community service obligation (CSO) to reflect the specialised nature of the assets being valued.

The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement and considers the use of the asset that is physically possible, legally permissible and financially feasible.

For Tweddle, the current replacement cost method is used for the majority of specialised buildings, adjusting for the associated depreciation.

Furniture, fittings, plant and equipment

Furniture, fittings, plant and equipment (including medical equipment, computers and communication equipment) are held at fair value. When plant and equipment is specialised in use, such that it is rarely sold, fair value is determined using the current replacement cost method.

Significant assumptions

Description of significant assumptions applied to fair value measurement:

Asset class	Valuation technique	Significant assumption	Range (weighted average)
Specialised land	Market approach	Community Service Obligations adjustment	50-70% (60%)[(i)]
Specialised buildings	Current replacement cost approach	Cost per square metre Useful life	$1,000 - $1,500/m^2 -$1,300 30 - 50 years (40 years)
Vehicles	Current replacement cost approach	Cost per unit Useful life	$9,000 - $10,000 ($9,500 per unit) 3 - 5 years (3 years)
Plant, equipment, furniture and fittings	Current replacement cost approach	Cost per unit Useful life	$3,000 - $4,000 ($3,500 per unit) 5 - 10 years (7 years)

[(i)] CSO adjustments ranging from 50% to 70% were applied to reduce the market approach value for Tweddle Child and Family Health Service's specialised land, with the weighted average 60% reduction applied

Note 8: Other Disclosures

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

8.1 Ex-gratia expenses
8.2 Responsible persons disclosures
8.3 Remuneration of executives
8.4 Related parties
8.5 Remuneration of auditors
8.6 Tweddle Foundation
8.7 Events occurring after the balance sheet date

Note 8.1: Ex-Gratia expenses

There were no ex-gratia expenses in 2026 or 2025.

Note 8.2: Responsible persons disclosures

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

	Period
The Honourable Mary-Anne Thomas	
Minister for Health	01/07/2025- 15/04/2026
Minister for Ambulance Services	01/07/2025- 15/04/2026
The Honourable Harriet Shing	
Minister for Health	15/04/2026 - 30/06/2026
Minister for Ambulance Services	15/04/2026 - 30/06/2026
The Honourable Ingrid Stitt	
Minister for Mental Health	01/07/2025 - 30/06/2026
The Honourable Lizzie Blandthorn	
Minister for Children	01/07/2025 - 30/06/2026
The Honourable Melissa Horne:	
Minister for Health Infrastructure	01/072025 - 30/06/2026
Governing Boards	
Ms A Mercuri (Chair of the Board)	01/07/2025 - 30/06/2026
Ms J Lang	01/07/2025 - 30/06/2026
Dr M Loughnan	01/07/2025 - 30/06/2026
Mr A Jaworski	01/07/2025 - 30/06/2026
Ms A Vickery	01/07/2025 - 30/06/2026
A/Prof D Cheng	01/07/2025 - 30/06/2026
Ms K Scoullar	01/07/2025 - 30/06/2026
Ms C Feuerring	01/07/2025 - 30/06/2026
Ms J Zahara	01/07/2025 - 30/06/2026
Ms J Falco	01/07/2025 - 30/06/2026
Accountable Officer	
Ms Elizabeth Murdoch (Chief Executive Officer)	15/01/2025 - 30/06/2026

Remuneration of Responsible Persons

The number of Responsible Persons are shown in their relevant income bands:

Income Band	**2026 No.**	**2025 No.**
$0 - $9,999	10	10
$100,000 - $109,999	-	-
$120,000 - $128,999	-	-
$240,000 - $249,999	1	1
Total Numbers	**11**	**11**

	2026 $	**2025 $**
Total remuneration received or due and receivable by Responsible Persons from the reporting entity amounted to:	**$316,751**	**$267,063**

Amounts relating to Responsible Ministers are reported within the State's Annual Financial Report.

Note 8: Other Disclosures (Continued)

Note 8.3: Remuneration of executives

The number of executive officers, other than Ministers and the Accountable Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalent provides a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and renegotiated, and a number of executive officers retired, resigned or were retrenched in the past year. This has had a significant impact on remuneration figures for the termination benefits category.

Remuneration of Executive Officers (including Key Management Personal disclosed in note 8.4)	**Total Remuneration**	
	2026 $	**2025 $**
Total Remuneration [i]	**1,128,243**	**594,346**
Total Number of Executives	6	4
Total Annualised Employee Equivalent [ii]	6.0	3.8

[i] The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of Tweddle under AASB 124 Related Party Disclosures and are also reported within Note 8.4 Related Parties.

[ii] Annualised employee equivalent is based on working 38 ordinary hours per week over the reporting period.

Note 8.4: Related parties

Tweddle is a wholly owned and controlled entity of the State of Victoria. Related parties of the health service include:

- all key management personnel (KMP) and their close family members and personal business interests;
- all cabinet ministers and their close family members; and
- all hospitals and public sector entities that are controlled and consolidated into the State of Victoria consolidated financial statements.

Note 8: Other Disclosures (Continued)

Significant transactions with government-related entities

Tweddle received funding from the Department of Health and the Department of, Families, Fairness and Housing of $12,471,574 (2025: $11,818,236). A deposit was also held with the Central Banking System (CBS) during the year. Interest received from the deposits held with CBS amounted to $8,679.

Expenses incurred by the Tweddle in delivering services and outputs are in accordance with Health Purchasing Victoria requirements.

Professional medical indemnity insurance and other insurance products are obtained from the Victorian Managed Insurance Authority.

The Standing Directions of the Minister of Finance require Tweddle to hold cash (in excess of working capital) in accordance with the State of Victoria's centralised banking arrangements. All borrowings are required to be sourced from Treasury Corporation Victoria unless an exemption has been approved by the Minister for Health and Human Services and the Treasurer.

Key Management Personnel

KMPs are those people with the authority and responsibility for planning, directing and controlling the activities of the Tweddle, directly or indirectly.

The board of Directors and the Executive Directors of Tweddle are deemed to be KMP's. This includes the following:

Key Management Personnel	Position title
Ms Elizabeth Murdoch	Chief Executive Officer
Ms Nadine Stacey	Director Nursing - Footscray
Mr Shree Vijayan	Director Finance
Ms Rachael Young	Executive Director People & Culture, Quality and Communications
Ms Clare Pridham	Director of Nursing - Wyndham
Ms Jacquie Tilbury	Director Infrastructure and Support
Dr Mary Loughnan	Board Director
Ms Jenny Zahara	Board Director
Ms Jenny Falco	Board Director
Ms Kylie Scoullar	Board Director
Ms Jennifer Lang	Board Director
Ms Annette Vickery	Board Director
Mr Andrew Jaworski	Board Director
Ms Annette Mercuri	Board Chair
Miss Cleona Feuerring	Board Director
A/Prof Daryl Cheng	Board Director

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Ministers receive. The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968 and* is reported within the State's Annual Financial Report.

Compensation	**2026 $**	**2025 $**
Total	**1,261,800**	**861,409**

Transactions with KMP (Key Management Personnel) and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occurs on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the department, there were no related party transactions that involved key management personnel, their close family members, or their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties. There were no related party transactions required to be disclosed with cabinet ministers for 2026 (2025: none).

There were no related party transactions required to be disclosed for Tweddle Board of Directors, Chief Executive Officer, and Executive Directors in 2026 (2025: none).

Note 8.5: Remuneration of Auditors

	2026 $	**2025 $**
Victorian Auditor-General's Office		
Audit of the Financial Statements	24,000	22,800
TOTAL REMUNERATION OF AUDITORS	**24,000**	**22,800**

Note 8.6: Tweddle Foundation

Tweddle resolved to cease operations of Tweddle Foundation Limited on 12 November 2025. The operations and the assets and liabilities of the foundation were transferred to Tweddle. Accordingly, the foundation has been deregistered from the Australian Charities and Not-for-Profit Commission (ACNC) register.

Note 8.7: Subsequent events

In June 2026, Tweddle and the Queen Elizabeth Centre (QEC) entered into an agreement to voluntarily amalgamate and submitted the proposed amalgamation for approval.

On 11 September 2026, the Minister for Health approved the voluntary amalgamation under the Health Services Act 1988, effective from 1 April 2027. On 24 September 2026, an Order of the Governor in Council giving effect to the amalgamation was published in the Victorian Government Gazette. From the effective date, the amalgamated public health service will operate as Kinhaven.

The Ministerial approval and gazettal occurred after the reporting date and constitute material non-adjusting events. Accordingly, no adjustment has been made to the amounts recognised in these financial statements as at 30 June 2026.

Tweddle will continue to operate until the effective date. From 1 April 2027, QEC's continuing functions and essential services, together with its relevant assets and liabilities, will transfer to or be assumed by Kinhaven. As the assets and liabilities transferring will reflect Tweddle's operations through to the effective date and the implementation of the amalgamation arrangements, the financial effect cannot be reliably estimated at the date these financial statements were authorised for issue.

There were no other material events occurring subsequent to reporting date.