

# IMPACT REPORT



**ELEANOR DUNCAN**  
Aboriginal Services

Inspiring Strong,  
Healthy,  
Long Lives.



2024 // 2025

T. (02) 4351 1040 F. (02) 4351 1037

[www.eleanorduncan.org.au](http://www.eleanorduncan.org.au)



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30 YEARS OF WALKING  
WITH COMMUNITY ON  
DARKINJUNG COUNTRY,  
AND WE’RE JUST  
GETTING STARTED.

# EXECUTIVE SUMMARY



Eleanor Duncan Aboriginal Services (EDAS) continues to stand strong on Darkinjung Country, celebrating 30 years of service and innovation. This Annual Impact report reflects our ongoing journey to inspire strong, healthy, long lives through cultural integrity, operational excellence, and community leadership.

This year marked significant milestones: securing the Aboriginal Child and Family Centre, expanding aged care and youth services, advancing vertical integration through Maliga Ngura, and advocating for systemic reforms. With 17 staff relocating to our new Tuggerah site, we are unlocking the next phase of our infrastructure plan, including the relocation of our Medical Centre to Mardi by 2026.

At the heart of EDAS is our unwavering commitment to embed Darkinjung language and culture in all that we do. This report highlights the progress we have made across our five strategic goals, underpinned by cultural responsiveness, trauma informed practice, and the voices of our community.



WALAM

BAYAWA





# ACKNOWLEDGEMENT OF COUNTRY

We proudly acknowledge the Darkinung people, the Traditional Custodians of the lands on which we live and work. We pay our deepest respects to Elders past and present and to all Aboriginal and Torres Strait Islander people across our nation.

Our connection to Country is not symbolic. It is living, breathing, and foundational to how we care, how we lead, and how we grow.

Everything we do begins and ends with culture.

# HONOURING OUR NAMESAKE

We carry the name of Eleanor Duncan,  
one of the first Aboriginal nurses in  
NSW and a trailblazer whose vision  
lives on in us.





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Aunt Eleanor believed in strong, healthy, long lives for her people and that belief is now our daily practice. Every time we deliver care, walk with a family, stand beside an Elder, or hold space for healing, we are honouring her legacy.

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# YAAWA MALIYA



As Chairperson of Eleanor Duncan Aboriginal Services, it fills me with immense pride to reflect on this past year and the 30-year journey that has brought us here. This has been more than a year of milestones, it has been a year of transformation, courage, and purpose.

We have walked boldly into new chapters: securing the Aboriginal Child and Family Centre, expanding aged care and youth services, and strengthening our economic independence through Maliga Ngura. These are not just programs; they are proof of what community control achieves when led with culture, integrity, and excellence.

At the heart of EDAS is our people. I have had the privilege of witnessing the strength of our CEO, Belinda Field, and our Manager Strategy and Operations, Corporate and Business Services, Paul Hussein, who together marked 10 years of dedicated service this year. Their partnership over the past ten years has been critical to building the solid foundation we stand on today.



I want to acknowledge the leadership of our Manager Strategy and Operations, Jessica Wheeler, and Breannon Field, who have stepped into more strategic roles that position us to serve our community into the future with even greater impact. Their contributions are helping to shape the next era of EDAS.

To my fellow Board members, thank you for your dedication, governance, and unwavering support. Your collective wisdom and guidance ensure that we continue to move forward with strength and integrity.

What we have achieved together is nothing short of extraordinary and yet I know it is only the beginning. Our vision remains clear: to inspire strong, healthy, long lives for our people. Our path remains guided by culture, grounded in Darkinjung Country, and driven by the collective wisdom and strength of our community.

To our Elders, our staff, our partners, and above all, our community, thank you for your trust, your courage, and your belief in what we can achieve together. The next 30 years will be defined by our shared determination, and I am honoured to continue this journey alongside you.

## Vickie Parry

Chairperson

Eleanor Duncan Aboriginal Services Ltd.







# WALAM- BAYIWA

This year has been one of bold steps and strong outcomes. As we mark 30 years of walking with community on Darkinjung Country, we don't just look back, we look forward with determination, culture, and savvy focus.

We have grown to support over 4,000 Aboriginal community members across 52 integrated services, close to one in five people on Darkinjung Country. Dental and Medical remain our anchor points, but what excites me most is the growth of Social and Emotional Wellbeing, showing how community is choosing holistic, culturally responsive healing.

We have made big moves: securing the Aboriginal Child and Family Centre, expanding aged care and youth services, standing firm on contract reforms, and purchasing a new Tuggerah site to free space for our Mardi redevelopment. By 2026, our Medical Centre will be relocated to Mardi; purpose-built, culturally strong, and grounded in our transdisciplinary model of care.

Our workforce — now 140 strong and 75% Aboriginal — continues to lead with excellence. Through mentoring, secondments, and over 200 hours of training, our people are living our 20 core capabilities every day. That strength underpins our vertical integration: Maliga Ngura isn't just enterprise, it's blak economic power, creating 27 jobs this year and reinvesting every dollar back into community priorities.

# 4,022

clients supported  
(~1 in 5 Aboriginal  
community members)

# 52

integrated  
services  
delivered

# 27

Aboriginal jobs  
created through  
Maliga Ngura

# 200+

hours of  
training across  
the workforce

# 75%

Aboriginal  
workforce  
(140 strong)

# NEW

Tuggerah site  
purchased, Mardi  
redevelopment  
underway

Advocacy has been another front where we haven't blinked. We've defended Aboriginal-led care, pushed for fair funding, and positioned EDAS on the national stage as a flagship for innovation. And through our new Research and Data Committee, we are claiming data sovereignty – using our evidence to tell our truth, on our terms.

Above all, this report shows that we are not just closing gaps. We are opening doors, unlocking potential, and building futures where culture and excellence are inseparable.

To our staff, Elders, partners, and most importantly, our community, thank you for walking with us. Our next chapter is about deeper connections, stronger voices, and thriving futures.

This year also marked a personal milestone – Paul Hussein (Manager Strategy and Operations) and I celebrated 10 years together at EDAS. It has been a privilege to walk this path with him as we have grown and strengthened our organisation.

I want to acknowledge our Chairperson, Vickie Parry, whose expert guidance and commitment to our community and me over the past 10 years have been monumental. Without her leadership, wisdom, and courage, we would not have achieved half of what we have today.

I also want to recognise our Manager Strategy and Operations, Jessica Wheeler, and Breannon Field, who have stepped into more strategic roles, taking EDAS to the next level and positioning us strongly to serve our community into the future.

**dandayawa ngurabiyn,**  
**Belinda Field**  
**Chief Executive Officer**

Eleanor Duncan Aboriginal Services Ltd.



# THIS YEAR, WE MOVED WITH PURPOSE

In 2024–25, we didn't just reflect on 30 years, we acted boldly for the next 30.

- We grew.
- We innovated.
- We protected, advocated, and celebrated.

From the launch of our Elders care program to expanding enterprise, to standing firm on policy reform, we showed that community control works best when powered by blak joy, justice and genuine connection.

Big Moves. Real Impact.





## Looking After Our Old People

Originally launched in 2023, our Commonwealth Home Support Program (CHSP) has gone from strength to strength. This year, with increased funding and growing demand from our community, we scaled up services to support even more of our Elders and Olders to live safely, independently, and with dignity at home.

From transport and home help to wellness checks and social connection, this program is keeping our old people strong, supported, and where they belong: on Country, in community.

## We're Building Our Future: Starting with Our Gudjagang

This year, we proudly secured the open tender to establish an Aboriginal Child and Family Centre on Darkinjung Country. Designed with and for the community, this Centre is being developed in partnership with Darkinjung Local Aboriginal Land Council and the Department of Communities and Justice. It will be a culturally strong hub for early learning, family support, and community connection, delivered by Aboriginal people, for Aboriginal people.







## Investing in Space to Grow

This year, we purchased a new commercial property in Tuggerah to permanently house our Corporate and Business Services team, a strategic move that will free up much needed space at our Mardi hub for our growing workforce and expanding service delivery.

With around 17 staff relocating to the new site, we're unlocking the next phase of our infrastructure plan: by the end of 2026, we aim to relocate our Medical Centre to Mardi, bringing health, healing, and family services together under one roof.

This is our transdisciplinary model of care, purpose-built for our community.

## Supercharging Youth Services through AOD Prevention

This year, we supercharged our Youth Services by securing dedicated funding from the NSW Ministry of Health to deliver Alcohol and Other Drug (AOD) prevention specifically targeted at young people. This important new initiative sits within our yana wirayi Youth Team and strengthens our early intervention efforts by embedding culturally responsive, youth led, and place-based responses to substance use. By reaching young people early, on their terms, and in their spaces, we're helping to keep them safe, strong, and connected to culture, community, and Country.





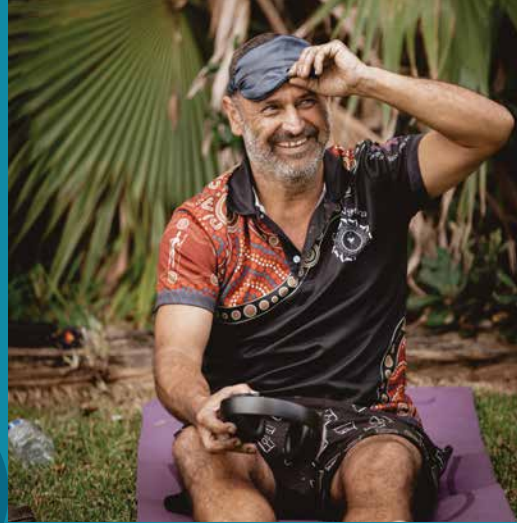
A close-up, high-resolution photograph of an elderly man's face. He is wearing a green beret. His skin is deeply wrinkled, and his eyes are looking slightly to the right. The background is blurred, showing hints of green foliage.

WE GREW  
WE INNOVATED  
WE PROTECTED  
WE ADVOCATED  
WE CELEBRATED

# STRATEGIC GOALS DELIVERED WITH POWER AND BLAK JOY

We made exceptional progress on all five of our strategic goals because we don't just plan, we deliver.





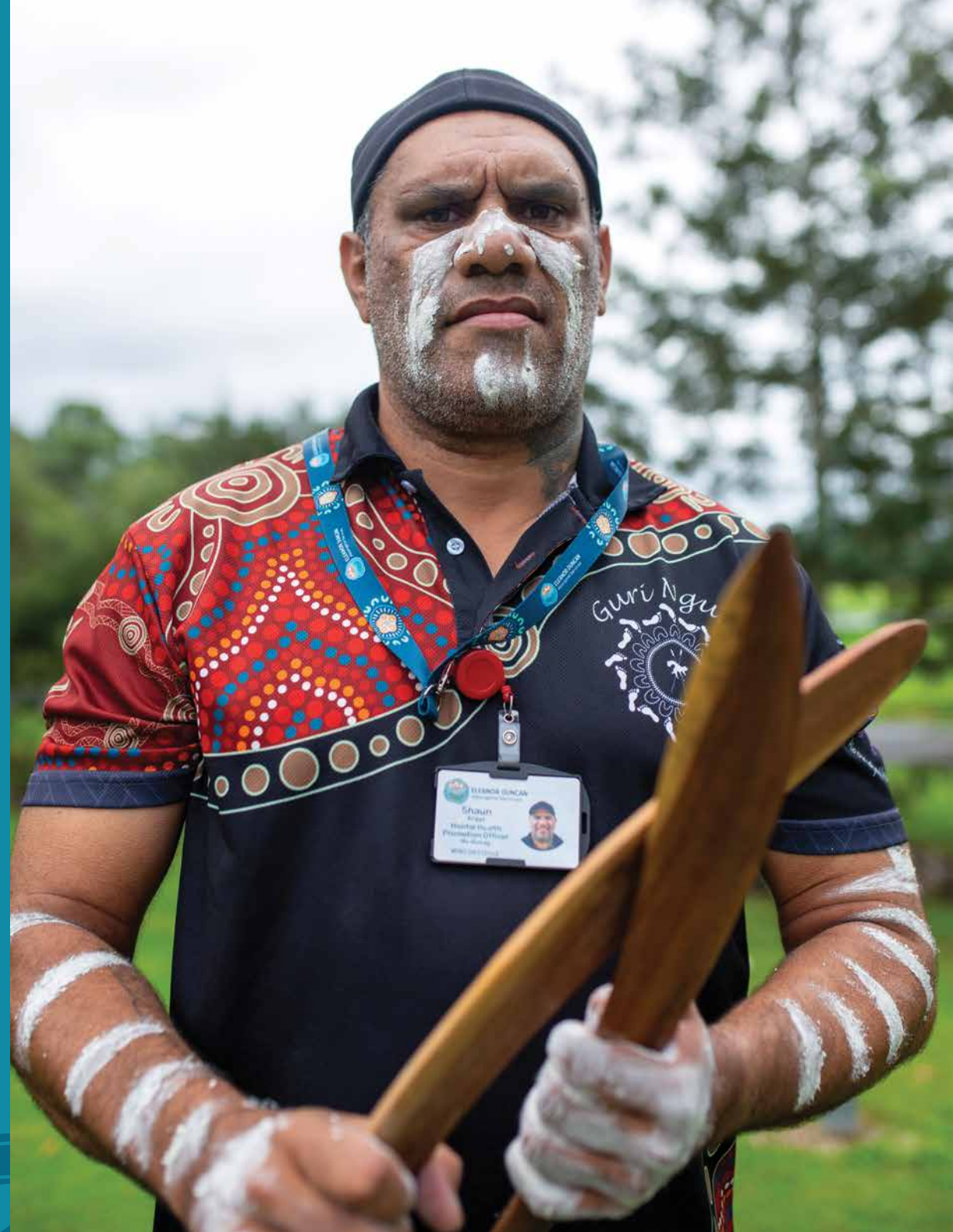
## 1. Service Growth and Expansion

- Rolled out new services across AOD, youth justice, family preservation, NDIS, aged care, and more.
- We have long standing relationships with visiting agencies such as Homes NSW, Central Coast LHD Mental Health, and AOD specialists, and by being intentional we are now strengthening these partnerships to support community form within our own spaces.
- We've transformed how care begins, introducing centralised triage and referral allocation to ensure no community member is missed. Our streamlined intake system means every referral is seen, sorted, and assigned without delay, creating faster, more responsive pathways to the right support at the right time.
- Our organisational realignment has now fully taken shape, delivering a dynamic structure that is both flexible and fit for purpose. We've intentionally designed a system that nurtures and grows local Aboriginal leadership while unlocking greater agility across every level of the organisation. This transformation has strengthened our ability to respond to emerging community needs, expand services with confidence, and lead with cultural integrity and operational excellence.



## 2. Workforce Capability and Leadership

- 140 strong, proudly led and powered by over 75% Aboriginal and Torres Strait Islander staff.
- Rolled out leadership secondments, mentoring and development for both current and emerging Blak leaders.
- We delivered over 200 hours of targeted training across the organisation from reception to CEO building capability in trauma-informed care, cultural responsiveness, clinical excellence, casework best practice, and leadership development. This whole-of-organisation approach ensures that every team member, no matter their role, is equipped to deliver culturally responsive, and high-quality care and services.
- To stay agile and dynamic, we have embedded 20 core capabilities. From achieving results and strategic agility to innovation and powerful communication and our people are not just learning them, they're living them. These capabilities are now being embraced and enacted across the organisation, driving excellence at every level.



### 3. Vertical Integration = Blak Economic Power

At Eleanor Duncan Aboriginal Services, financial sustainability isn't just about balancing the books, it's about creating long term strength and self-determination for our community. As a not-for-profit Aboriginal Community Controlled Organisation, every dollar is reinvested into purpose, not profit.

Our success is driven by a model that blends cultural integrity with commercial capability:

- Revenue generation through vertical integration: Maliga Ngura, delivers cleaning, catering, yard maintenance, cultural events, and training, creating local employment opportunities, with 27 Aboriginal jobs generated just this year.
- Funding maximised for impact: We deliver more than what we're funded for, by embedding strategic planning, disciplined implementation, and performance monitoring in every program. This results in extended service reach, increased client access, and stronger health, wellbeing, and employment outcomes.
- Strong, values led infrastructure: Our finance, governance, procurement, and data systems are designed for transparency, accountability, and agility, allowing us

to pivot when needed while maintaining alignment with community values and needs.

- Cultural, social, and economic returns: EDAS delivers a triple-bottom-line return.

We create value in three ways at the same time:

- ✓ Cultural and social impact – making a real difference for our community's health, safety, and wellbeing.
- ✓ Economic impact – creating jobs, building skills, and reinvesting money back into community priorities.
- ✓ Organisational sustainability – making sure EDAS stays strong, accountable, and able to keep delivering services long into the future.

So instead of only measuring “profit” like a business would, EDAS measures success by the positive changes we create for people, culture, and community, as well as financial stability.

- Our community-led, commercially smart approach translates into tangible outputs (like 52 integrated services, new infrastructure, and job creation) and transformative outcomes, stronger families, safer homes, and thriving futures.

## 4. Advocacy That Changes Systems

We didn't just show up, we influenced change.

- Advocated nationally and secured visibility: Our teams presented at key national conferences, including the Close the Gap Health Conference in Cairns, AH&MRC CQI Forum, and AOD and Mental Health forums, positioning EDAS as a flagship for innovation and culturally responsive care beyond the ACCO sector.
- Pushed for equity in funding: We continued to lobby for the reclassification of our region and the reform of GP and ACCO funding models, critical steps toward closing the structural gap in service access for our community.
- Defended Aboriginal led care: We stood firm against proposed contract reforms that would have undermined community control. Our leadership helped unite ACCOs across NSW and shaped a strong, collective response.

The result? A louder voice for our community, stronger policy influence, and a growing national reputation as a leader in Aboriginal community controlled services.

## 5. Data That Drives Action and Tells Our Truth

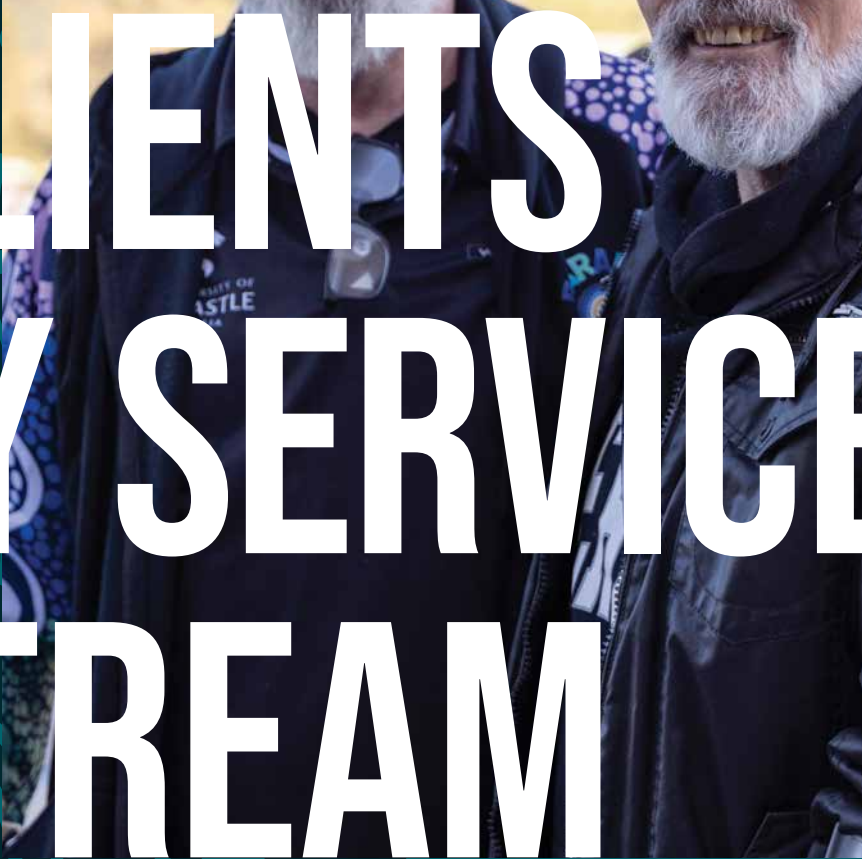
We've moved beyond counting numbers, we're measuring impact.

- Real-time decision-making: Power BI dashboards now underpin clinical and program decisions across medical, dental, and social services, enabling rapid response, streamlined reporting, and targeted resource allocation.
- From output to outcomes: We don't just track activity, we measure change. Our data tells the story of progress, flipping deficit-based narratives into strength-based truths that spotlight community leadership, cultural excellence, and real results.
- Data sovereignty in action: Through our SEDI grant, we established our first-ever EDAS Research and Data Committee to oversee ethical research, protect data sovereignty, and embed cultural integrity across all datasets.

The result? Faster decisions, stronger evidence, and a powerful platform to advocate for what works, on our terms, in our voice.







# CLIENTS BY SERVICE STREAM

Our client profile demonstrates the strength of EDAS's integrated model of care, with 4,022 clients supported across six service streams in 2024–2025. This breakdown reflects both the breadth of reach and the depth of healing offered through our transdisciplinary approach.

MEDICAL 27%  
**1,085 CLIENTS**

Delivered 8,864 sessions of care, highlighting both demand and the long-term relationships community members maintain with our clinic.

DENTAL 36%  
**1,456 CLIENTS**

Provided 1,323 weighted activities, making dental our single largest point of engagement and showing strong oral health demand in community.



# SOCIAL AND EMOTIONAL WELLBEING 12% 474 CLIENTS

Includes psychology, psychiatry, alcohol and other drugs (AOD), and wellbeing programs. This stream reflects the critical importance of healing and mental health support, with most clients staying active for an average of 472 days.

# CHILD AND FAMILY SERVICES 5% 202 CLIENTS

Provides early intervention, family preservation, intensive family, carer and child development supports, aged care, building safer, stronger families for future generations.

# COMMUNITY SERVICES 20% 805 CLIENTS

Engages community through programs such as men's and women's groups, Youth, Yara Crèche, cultural wellbeing, Disability, Family Violence, lifestyle programs, and Allied Health (118 clients). These services strengthen cultural identity and connect people to social networks and community life.



Figures reflect client engagements by stream. As many clients access more than one service, the totals per stream exceed the total number of unique clients supported.

# DATA STORY



## This distribution tells a clear story:

Dental (1,456 clients | 36%) and Medical are the largest client facing streams (1,085 clients | 27%) remains the cornerstone of continuity, providing long-term relationships and consistent care that anchors the integrated model.

SEWB is also one of the fastest growing areas, showing how community increasingly seeks holistic and culturally responsive healing supports (474 clients | 12%).

Child and Family Services (202 clients | 5%) are modest in numbers but have deep impact in terms of safety, family preservation, and early years support. Community Services (805 clients | 20%) act as important entry points for cultural connection and social support and often become the pathway into other EDAS services.





# OUR COMMUNITY, OUR FOCUS

Supported 4,022 Aboriginal community members across 52 integrated services

- Provided brokerage support to young athletes representing NSW, ensuring no cultural or financial barrier stood in the way of their dreams.
- Delivered home modifications, wellness checks, and transport to keep Elders safe and independent
- Created 27 new jobs for Aboriginal people across enterprise, clinical, and support roles
- In the past 12 months, EDAS supported 4,022 active clients — that's ~19% of the estimated 21,026 Aboriginal population on Darkinjung Country ( $\approx 195$  per 1,000 people, or close to 1 in 5 community members).

Figures are based on EDAS client management system records of active clients in the last 12 months (unique individuals). Aboriginal estimated residential population for the Central Coast/Darkinjung Country is 21,026.



# TRUE COLLABORATION IN ACTION

At EDAS, collaboration isn't just something we do, it's how we lead. This year, we continued to walk alongside our partners with purpose, unity, and shared vision.

At EDAS, collaboration isn't just something we do, it's how we lead. This year, we continued to walk alongside our partners with purpose, unity, and shared vision. We deepened our partnership with Barang Regional Alliance and the many Aboriginal organisations who choose to opt in—because we know that when we lead together, our collective voice is louder, stronger, and wiser.



We proudly continued our relationships with Jawun, Tour De Cure, SWAMP, Oz Harvest, NACCHO, ABSEC, SNAICC, HNECCPHN, Central Coast Local Health District, Department of Communities and Justice, NSW Police, Homes NSW, ACHIA, and RDN.

We stood shoulder to shoulder with our exceptional Aboriginal community-controlled organisations and allies, each a committed member of the Barang Regional Alliance, walking together with purpose, strength, and cultural knowledge.

This includes Gudjagang Ngara li-dhi, The Glen Group, Mingaletta, Bara Barang, Garawa, Yula Punnaal, Yamurrah, The Wollotuka Institute at the University of Newcastle, and the Central Coast Community Legal Centre.

Together, we're not just delivering services, we're shaping a future grounded in self-determination, innovation, and regional solidarity.



## Together, we:

- Co-designed service innovations grounded in culture and evidence
- Shared resources and leadership development to build strength across the region
- Influenced commissioning and policy reform through bold, united advocacy

The outcome? A region rising on the strength of Aboriginal leadership, solidarity, and self-determination.





# REAL VOICES, REAL IMPACT

“

I went to State Basketball because EDAS backed me. I felt proud wearing my uniform—because they believed in me.

— Young Athlete, Owen  
(yana wirayi youth participant)



“

I’m just so proud of EDAS. It’s the most inclusive, culturally safe place I’ve ever walked into. It doesn’t matter who you are or what you’re going through, they find a way to support you. You’re never turned away, and you’re never made to feel less than. They see you, they hear you, and they walk with you. That means everything.

— EDAS Client, Mens Group Participant

“

Because of CHSP, I’m still in my home, and get about in community with mob. That means everything to me.

— Elder, Aunty T



# OUR TRANSDISCIPLINARY MODEL OF CARE

We operate under a transdisciplinary model of care. This approach goes beyond traditional service delivery by breaking down professional silos and integrating knowledge, skills, and responsibilities across disciplines.



Unlike multidisciplinary or interdisciplinary care, where services are delivered in parallel or coordinated but separate streams, transdisciplinary care blends expertise into a unified practice. This means that professionals share responsibility, cross-train, and collectively respond to the needs of the person, family, or community—ensuring holistic, seamless, and culturally responsive support.

## Why it Works at EDAS

**Alignment with Aboriginal Worldviews:** Aboriginal health is holistic, spanning physical, social, emotional, cultural, and spiritual wellbeing. Our model mirrors this by ensuring no service operates in isolation and every interaction is grounded in cultural knowledge and connection to Country. **Cultural Safety and Responsivity:** EDAS embeds Darkinjung language, culture, and community voice into practice. Families are supported without retraumatisation, without needing to retell their stories, and with trust that comes from community-led care. **Efficiency and Accessibility.** One entry point opens access to over 52 integrated services, reducing barriers and creating a one-stop, culturally safe hub for health and wellbeing.

**Stronger Outcomes:** Families and individuals experience coordinated support—whether through Connected Beginnings, Core and Cluster, Youth Services, AOD programs, or Maliga Ngura. This creates safer homes, healthier families, and thriving futures.

**Staff Development and Collaboration:** Our workforce learns from one another's disciplines, builds collective problem solving capacity, and avoids professional silos. This shared accountability also reduces burnout and strengthens service quality.

**Strategic Fit:** The model underpins all five of our strategic goals, embedding cultural integrity, excellence, and integration across health, family, youth, aged care, and enterprise.

For EDAS, this is not just a method of service delivery, it is the living expression of who we are. It is how we inspire strong, healthy, long lives.

## Looking Ahead: Horizon 2 2025–26

- Start Phase 1 of the Aboriginal Child and Family Centre
- Construction to relocate our Medical Centre to the Mardi hub
- Expand Maliga Ngura's commercial portfolio
- Continue to fight for policy reform and fair investment in Aboriginal community control
- Commence service delivery of our Core and Cluster





# EMBEDDING LANGUAGE AND CULTURE



## guyung – Fire

Yarning Circle with fire pit; a place of knowledge, relationships, and healing.

We are embedding Darkinjung language into our spaces, ensuring that culture lives and breathes across everything we do. Each name is more than a word – it carries story, healing, and strength for generations to come.



### marang – Sand

Connection to land and water;  
gatherings for women and children.



### nhanda bilar – She Oak Tree

A sacred space for women's  
healing and strength.



### bargan – Boomerang

BBQ and sitting space for  
community gatherings.



### gugandi – Kookaburra

Children's play area for growth,  
laughter, and development.



### barayi – Earth

Garden space for bush foods and  
traditional medicine




### mugu – Tomahawk

Artifact-making space, representing  
cultural survival and strength.

By embedding language and culture into everyday spaces, EDAS creates places of belonging, connection to Country, and cultural pride.



The background features a teal color scheme with a complex pattern of interlocking gears and mechanical components. The gears are rendered in a lighter shade of teal, creating a sense of depth and movement. The overall design is modern and industrial.

FINAL  
WORD





# OUR PURPOSE IS UNWAVERING:

To inspire strong, healthy, long lives. We are grounded in culture, driven by our people, and building a future that honours our past. To our Elders, our youth, our staff, our partners, and our community, thank you. For standing with us. For dreaming big. For walking forward, together.

We do more than closing the gap.

We are unlocking potential.



**ELEANOR DUNCAN**  
Aboriginal Services

35 McPherson Road  
Mardi NSW 2259  
T. (02) 4351 1040  
F. (02) 4351 1037



Visit our website  
[eleanorduncan.org.au](http://eleanorduncan.org.au)

