

Community Legal Centres Australia

Impact report 2024-25



Community Legal Centres
Australia

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Foreword

It is our pleasure to present this 2024–25 annual report. For the first time, we present our annual report as a report on our progress against the impact and organisational priorities set out in our Impact Strategy 2024–27.

We want Community Legal Centres Australia to have impact, and to effect changes that will contribute to the building of a fairer country. We expect to be held accountable for our efforts to bring about these changes, and that's why our Impact Strategy includes goals and ways to measure our success. This report describes our last year's work with reference to these goals and measures.



Arlia Fleming
Chair



Tim Leach
Chief Executive Officer

The national peak exists to advance the interests of the national network of community legal services, to which we are connected via the eight state and territory community legal centre peaks and associations. If we're doing our work well, our members and centres nationally will be clearly and significantly benefitting from our efforts.

The community legal services in the national network do an extraordinary job. Last year, these services delivered high-quality and highly valued supports to over 190 000 people across the country. Our clients are overwhelmingly people experiencing poverty, often in combination with other barriers to justice like violence and discrimination. These are people who know firsthand what a barrier to justice looks like, and we draw on the stories of these 190 000 people to build our advocacy for reform. We want to build a better justice system, and through the work of our centres we know what needs to change to achieve this goal.

It's an honour to be a part of the community legal centres movement, and we pay tribute to the thousands of sector workers doing the hard work every day.

We'd like to thank our members for their support of the national peak, delivered primarily (but not exclusively) through the Members Advisory Group. We thank all the sector workers who help us through one of our advisory or working groups, or through any of our nine national networks that do so much work on behalf of the sector. We thank our partners in the legal assistance response, including National Aboriginal and Torres Strait Islander Legal Services, Family Violence Prevention and Legal Services, Legal Aid Commissions, and the Law Council of Australia.

The national peak has been fortunate to have strong governance in 2024–25, and we thank Deputy Chair Melissa Hardham, Treasurer Kim Ly, and board members Sarah Toovey, Lisa Warner, Sammy Cooper and Simon Suttie for all their hard work and wise guidance.

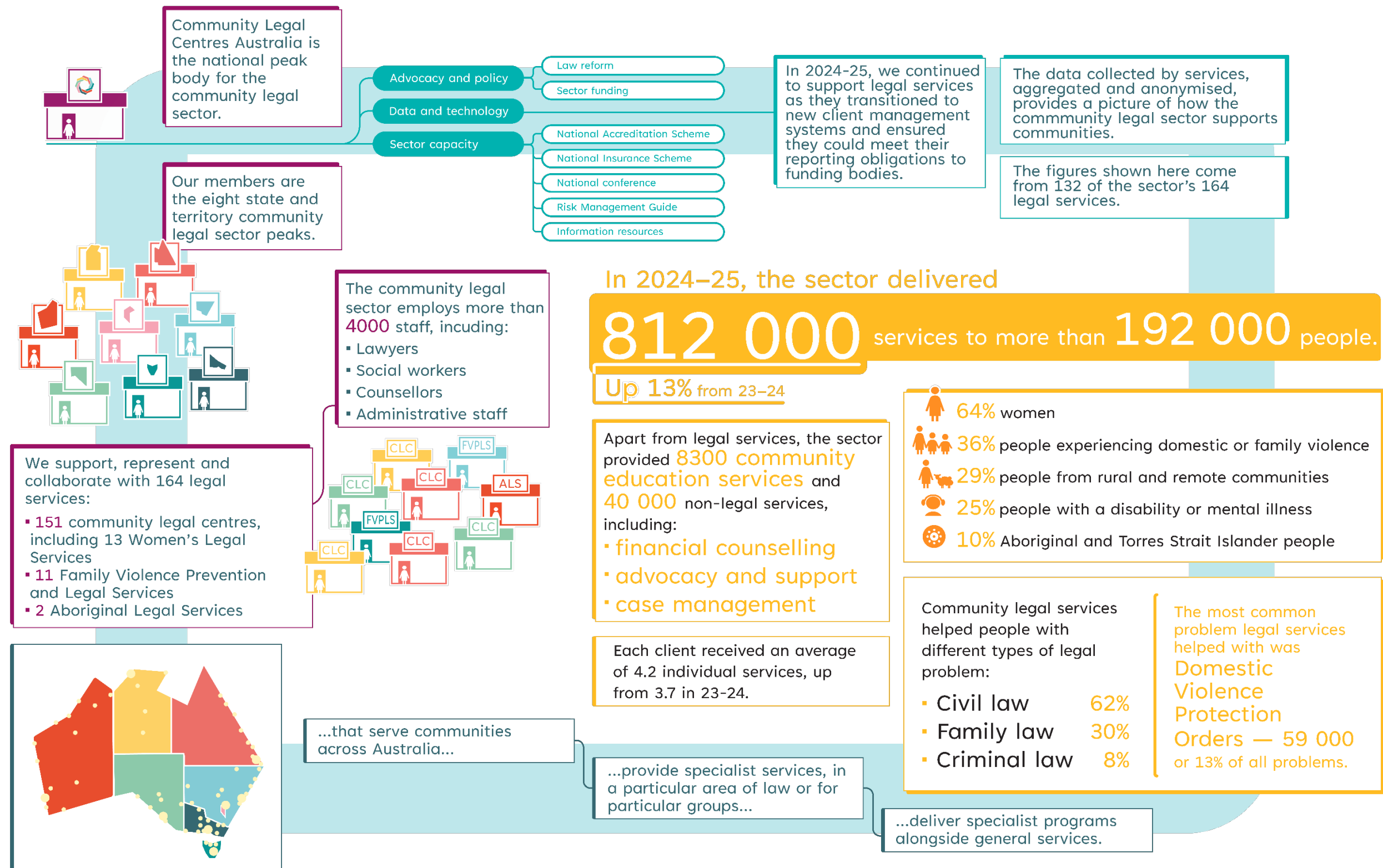
During 2024–25 we were very grateful for the support of outgoing Attorney-General Mark Dreyfus, a longtime supporter of community legal centres. We acknowledge his hard work to deliver additional resources to our sector through the National Access to Justice Partnership, and his many other ministerial and parliamentary achievements. We were pleased to begin a relationship with new Attorney-General Michelle Rowland and look forward to working collaboratively with the new Attorney to advance justice in Australia.

We also valued the support over this past year of hardworking people in the Commonwealth Attorney-General's Department.

Heartfelt thanks to firms and other entities that provided pro bono supports and other resources.

Please read on for our assessment of progress towards the goals set out in our new Impact Strategy. There's much more to do, but we're proud of the start we've made.

Sector snapshot



Impact priority 1: Funding increases by 50% - Distribution is fairer and faster

Our centres do amazing work delivering quality services to people in need. But centres are under-resourced to meet demand. Commonwealth government funding, delivered mostly through the Attorney-General's Department (AGD), remains the single biggest source of funding for centres nationally. Securing more commonwealth funding is a key goal for Community Legal Centres Australia, but we cannot rely solely on AGD. And centres don't just need more resources – they need funding processes to be more efficient and fairer.

Our goals

By end 2027

- Community legal centre funding increased by 50%
- New or increased funding from two commonwealth departments outside the Attorney-General's Department (AGD)

By mid –2025

- Funding partnership sets out clear criteria and processes for funding distribution

Our impact

- Direct comparisons between funding for community legal centres under the new National Access to Justice Partnership 2025–2030 (NAJP) and funding delivered previously through the National Legal Assistance Partnership 2020–2025 (NLAP) are difficult to make. It is hard to determine how new money has been split between different legal assistance providers, including community legal centres, Legal Aid Commissions, Aboriginal Legal Services, and Family Violence Prevention & Legal Services. However, Community Legal Centres Australia is confident more than \$200 million in additional funding will flow into the community legal centre sector over five years from 2025–26 through the NAJP, including new funding for centres to increase wages for workers. This represents an increase in total funding to community legal centres under the NAJP, as well as an increase in the proportion of NAJP funds that flow to our sector under the agreement.
- Community Legal Centres Australia will continue to advocate for targeted investments in community legal centres to 2027, with a focus on funding for:
 - Community legal centres to provide effective services to new priority groups under the NAJP
 - Community legal centres in regional and remote areas to better meet need for family law and family violence services
 - Community legal centres to expand primary prevention of domestic and family violence programs, including community legal education, community education, men's behaviour change programs and legal advice and services for users of violence
 - Community legal centre workers to be paid fairly/achieve pay parity with workers at Legal Aid Commissions

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- No new funding flowed to the community legal centre sector from departments other than the AGD in 2024–25. Community Legal Centres Australia will target the departments of health and social services for new funding for specialist social security legal services, mental health legal services and health justice partnerships to 2027.
 - The Commonwealth announced its funding commitment to the NAJP early (in September 2024), giving states and territories enough time to allocate and distribute funding well before 1 July 2025. States and territories’ performance was mixed, with some centres receiving funding contracts on 30 June.
 - In the May 2025 Federal Budget, the government established the NAJP as a permanent budget allocation. This means the community legal centre sector and other legal assistance providers that rely heavily on commonwealth funding will not face a ‘funding cliff’ every five years. It also means that Community Legal Centres Australia can focus on advocating for increased funding rather than on securing existing funding when the agreement is renegotiated every five years.
 - Unfortunately, however, the NAJP does not set out clearer criteria or processes for funding allocation or distribution based on legal need.

Organisational priority 1: Stronger, more effective relationships with the Federal Government


Centres do incredible work delivering critical services to people in need. Governments need to be kept informed of this work and encouraged to support it. We need to share stories of our work to increase access to justice, and to help decision-makers build a fairer justice system.

Our goals

- Strengthen our relationship with the Attorney-General and AGD
- Broaden our relationships with other Ministers and portfolios
- Ensure our messages are based on legal centres’ experiences and identify the mutual interests of the sector and government

Our progress

- Through the National Access to Justice Partnership agreement negotiations and up to the 2025 Federal Election, Community Legal Centres Australia met regularly with the Attorney-General, the Attorney’s Office and AGD. In 2024–25, we:
 - Secured a 160% funding increase for Community Legal Centres Australia’s secretariat work through the AGD’s Community Legal Service Program, enabling us to reduce the annual fees we charge members.
 - Secured an additional \$4.5 million in commonwealth funding to lead the community legal centre sector’s national data transition and build a new National Data Repository.

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- We engaged with the Attorney-General, AGD and wider government by meeting with other Ministers, MPs and Senators to build support for our movement, including its sustainability and vision for justice. We:
 - Held two events at Parliament House in August and November 2024, which engaged over 70 MPs, Senators and their staff, including through direct meetings between individual community legal centres and their Federal MPs and Senators.
 - Met with 14 Federal Government Ministers and Assistant Ministers or their staff, including Prime Minister Anthony Albanese, Attorney-General Mark Dreyfus, Treasurer Jim Chalmers, Ministers Katy Gallagher, Penny Wong, Bill Shorten, Amanda Rishworth, Tony Burke, Stephen Jones, Madeleine King, Kristy McBain, and Tanya Plibersek, and Assistant Ministers Ged Kearney, and Justine Elliot, to discuss the sector's value and funding crisis.
 - Several MPs and Senators wrote to members of the Expenditure Review Committee in support of increased funding for community legal centres and spoke of the value of community legal centres to their communities in the House and the Senate.
 - We sought to get our message to parliamentarians through public messaging and media engagement. We:
 - Developed nationally consistent messaging about the community legal sector's funding and workforce crisis, emphasising alignment of these issues with government priorities related to the gender pay gap and the prevention of domestic, family and sexual violence.
 - Engaged over 110 community legal centres, sector peak bodies and national networks in our funding advocacy, using our national messaging and campaign assets to write to or meet with federal politicians, talk to the media and engage on social media.
 - Secured endorsement of our Save Community Legal Centres campaign from over 200 centres and allied organisations, with many writing to MPs and Senators and providing testimonials about our sector's value to their communities and urging the government to provide sustainable and adequate resourcing for our services.
 - Received around 1500 media mentions during the 2024 –2025 national funding campaign.
 - After the Federal Election in May 2025, Community Legal Centres Australia started to build a relationship with the new Attorney-General and departmental staff.
 - We will continue to focus on building our relationship with the new Attorney-General, as well as with other Ministers and Portfolios over the remaining years of our impact strategy.
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Impact priority 2: Centres can better access, use, and manage data

Service data is critical. It's how centres know they are reaching the right people and making the best use of resources. It helps governments understand what their funding is paying for. It informs service planning and delivery. Community Legal Centres Australia is driving a digital transformation that will help us tell the sector's data story and help centres make better use of their own data.

Our goals

By end 2027

- Access to a national dataset held and maintained by Community Legal Centres Australia
- Improved data collection, management, reporting and capability
- Expertise using organisational and national data to inform practice and articulate impact

Our impact

- We engaged key stakeholders in our vision for our sector's data future and our practical plan to implement it, and secured buy-in from the national community legal sector and commonwealth, state, and territory governments.
- We drafted a comprehensive project plan to guide implementation of the national data transition project and two formal papers for community legal centres on:
 - The National Data Repository and the data that it will collect, hold and report on.
 - Interim reporting arrangements for centres already using a modern Client Management System (CMS).
- We produced five guidance documents for community legal centres to support their transition to a new CMS.
- We supported a total of 103 centres in the process of transitioning from CLASS (Community Legal Assistance Service System) to a new CMS:
 - 57 centres transferred their client and services data from CLASS to a new CMS
 - 18 centres exported all documents from CLASS to a new CMS
 - A further 28 centres began the transition process
- We continued to ingest, quality assure and integrate data from 115 centres into a working prototype of the National Data Repository. This meant that we:
 - Delivered 22 mandatory reports for these centres to commonwealth, state and territory governments by their due date or the date negotiated with program managers
 - Provided 87% of all national centre data for jurisdictional reporting required under the National Legal Assistance Partnership agreement in June 2025

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- Produced 111 data extracts for the Australian Bureau of Statistics as part of the commonwealth government's unit-level legal assistance data project with 100% return rate from participating centres
 - Delivered 3548 up-to-date data reports for centres that use the Actionstep CMS
 - Developed prototype data visualisation dashboards using Power BI and released them to the State Program Managers in each jurisdiction responsible for managing sector funding contracts and reporting obligations
 - We increased internal capability to answer centres' data queries, with most queries answered within a day.
 - We completed detailed technical scoping for the new National Data Repository in consultation with our Data and Technology Advisory Group, Members Advisory Group and commonwealth, state, and territory governments.
 - We conducted a targeted request for tenders to identify an appropriate vendor to build the National Data Repository.
 - We secured an extension of CLASS to 30 June 2026 to ensure centres that could not transition to a CMS before this date will still be able to meet reporting obligations.
 - We provided advice to the AGD on proposed changes to the Legal Assistance Data Standards Manual, most of which was accepted.

Organisational priority 2: Invest in specialist data expertise

To drive the sector's digital transformation, we need to be set up to support change. We need to engage our sector in the change process and help centres reform their own practices.

Our goals

Invest in resources so we can lead the sector to a better data future, including:

- data system design and change management
- communications and relationship engagement
- capacity to provide ongoing support to state and territory peaks and individual centres so they can better analyse and report their data

Our progress

- We restructured the Data and Technology team and hired three new staff members to support reporting, data visualisation and centre transitions from CLASS to modern CMSs, significantly increasing capacity within the team. In 2024–25, the Data and Technology team:
 - Responded to 1185 IT Helpdesk support requests
 - Designed and implemented a major update to our Helpdesk platform
 - Designed and implemented a new and improved application to export centre data from CLASS to new CMSs
 - Automated complex data analysis and reporting processes, enabling jurisdictional reports to include data much closer to the delivery date
- We secured \$4.5 million from the Commonwealth to build and manage the National Data Repository.
- We secured agreements from all states and territories to continue funding CLASS to 30 June 2026.

Impact priority 3: Centres influence national law and policy reform

We know where the justice system fails people experiencing poverty or some other marginalisation and we know how to make the system fairer. We know this through the experiences of the more than 190 000 people we help every year, who understand firsthand how the system discriminates and alienates. We want to work with governments to improve laws and policies.

Our goals

By end 2027

- Governments support and fund Community Legal Centres Australia and our networks to deliver trusted and valued expertise on access to justice, including:
 - New funding to set up or expand community legal centre peak bodies in all states and territories
 - Funding for secretariat support for the community legal centre sector's national policy and practice networks
 - An express guarantee of centres' right to engage in policy and law reform with government funding and new funding for this work via the NAJP

Our impact

- We secured increased commonwealth government funding for Community Legal Centres Australia, including our policy and law reform program.
- Increased commonwealth funding for community legal centres under the NAJP has given two state/territory governments the flexibility to consider providing new or increased funding to set up or expand community legal centre peak body functions in that jurisdiction. Five of eight jurisdictions now have a state/territory peak body for community legal centres with at least baseline recurrent funding.
- Community Legal Centres Australia continues to provide secretariat support to several of the sector's national policy and practice networks. No new funding for this work has been secured, but resources have been adjusted internally to increase supports to some of these networks.
- The NAJP includes an express guarantee of centres' right to engage in policy and law reform with government funding. Additional funding will flow to community legal centres via the NAJP. While none is specifically earmarked for advocacy, centres are permitted under NAJP to allocate funding to advocacy as appropriate.

Organisational priority 3: Increase our advocacy effectiveness

Our sector's policy expertise is grounded in our practice and the experiences of our clients. To make the most of our policy expertise, we need to know how best to use our limited resources.

We need to work closely with centres and effectively collaborate with partners outside our sector.

Our goals

- Conduct a comprehensive review of existing advocacy efforts to clarify where and how we can best use our influence to make the biggest difference
- Increase collaboration with partners inside and outside the organisation, including the national community legal centre policy and practice networks
- Increase reach and expand avenues for telling stories about our sector and clients

Our progress

- Over 110 individual centres, sector peaks and national networks actively participated in our national funding advocacy throughout 2024–25.
- We partnered with Social Change Projects to extend our reach, particularly with federal parliamentarians and via the traditional media, and engaged with over 70 Federal MPs and Senators during the ‘Save Community Legal Centres’ national funding campaign, which received over 1500 mentions across local, state and national media outlets.
- Our Instagram account attracted a new audience; engagement (number of followers) increased 449% from July to December 2024, driven by engagement with the ‘Save Community Legal Centres’ campaign.
- The Advocacy and Communications team dedicated policy capacity over six months to support the National Aboriginal and Torres Strait Islander Women’s Network to draft a submission to the Senate Select Committee inquiry into measuring outcomes for First Nations communities. We released the submission publicly and secured media coverage for the network’s recommendations to government.
- We made three submissions to government inquiries and consultations, including the NSW Parliamentary inquiry into portable long service leave for community services in NSW, the 2025–26 Federal Budget and the Senate Select Committee inquiry into measuring outcomes for First Nations communities (supporting the National Aboriginal and Torres Strait Islander Women’s Network).
- We released a major report on the state of the community legal sector, *More than legal services: Preventing crises, strengthening communities*.
- We sat on the coordinating committee for the NGO Coalition shadow report on Australia’s fourth Universal Periodic Review and coordinated contributions to the report from six working groups, comprising 80 individuals from 56 organisations.
- We conducted an internal review of our and the sector’s advocacy efforts, informed by individual centres, the Members Advisory Group, results from the 2023–24 State of the Sector survey and ‘business as usual’ contact with centres. We used the outcomes to begin consultations on our new Vision for Justice, which will inform federal funding and law reform advocacy during the 48th Parliament.

Impact priority 4: Centres are better connected and work more collaboratively

Working together, our sector is so much more than the sum of its parts. It's important that centres share their expertise and ideas with each other, and that we collaborate to support the least resourced centres in our network.

Our goal

By end 2027, centres will have opportunities to learn from or collaborate with at least one other centre including through national networks, national conference and national advocacy events.

Our impact

- Altogether, 622 sector workers from centres across the country were active members of nine national networks. Around 45 network meetings were held over the year, and all nine networks either maintained or slightly increased their membership numbers.
- We held two national advocacy events at Australian Parliament House and coordinated meetings between sector representatives from all jurisdictions and over 70 federal parliamentarians about issues affecting the sector.
- We started planning the 2025 National Community Legal Centres Conference, with unanimous support from our Members Advisory Group to hold National Conference 2025 in Canberra and build opportunities for national advocacy around the event; we convened the Conference Advisory Group, with members from seven of eight jurisdictions, held nine meetings and secured welcome sponsorship from the Attorney-General's Department to support Aboriginal and Torres Strait Islander workers and workers from regional and remote centres to attend.
- We established the Data and Technology Advisory Group, with data experts from most jurisdictions, to guide our national data transition project; this group provides technical and practical guidance on the implementation of the national data transition project, and has fostered collaboration between peaks and centres, enabling jurisdictions and organisations that are further advanced in their data transition to support those at an earlier stage of the process.
- We worked closely with the National PII Network, particularly convenor Catherine Eagle, to develop the third edition of the sector's *Risk Management Guide* and prepare it for launch in August 2025.
- We established a First Nations-led committee to review Standard 16 (Cultural Safety) of the National Accreditation Scheme standards.
- We assisted centres in the ACT to formalise their peak body structure and processes. This will enable the peak to process new memberships and support their input into the Members Advisory Group.

Organisational priority 4: Facilitate stronger sector networks and collaborations

As a united sector we can achieve more than as individual centres. Community Legal Centres Australia has a critical role in bringing centres together, and in facilitating opportunities for collaboration and support. This is especially true of smaller, more isolated centres.

Our goals

- Dedicate additional resources to identifying and supporting opportunities for collaboration through new and existing networks and events
- Facilitate collaboration between individual centres where there may be mutual benefits

Our progress

- We provided increased secretariat support for six of nine national networks and dedicated Advocacy and Communications team capacity to supporting policy and law reform work of the National Aboriginal and Torres Strait Islander Women's Network.
- We devoted significant organisational resources to planning National Conference 2025, including the National Conference Travel Subsidy to support attendance by First Nations workers and workers from regional and remote centres.
- We secured pro bono support from private law firms in relation to organisational and sector-wide priorities, including Clyde & Co (cybersecurity), HWL Ebsworth (changes to privacy laws and implications for the community legal sector), building the National Data Repository), and Ashurst (trademarks advice and National Accreditation Scheme documentation).
- We secured new philanthropic support from the Myer Foundation, adding a new, flexible, five-year funding stream to the organisation's resourcing.

People and partners

Board

Arlia Fleming – Chair

CEO *Central Tablelands and Blue Mountains Community Legal Centre* (NSW)

Melissa Hardham – Deputy Chair

Chief Executive Officer *Westjustice* (VIC)

Kim Ly – Treasurer

Management Accountant *Women's Legal Service NSW*

Sammy Cooper, Sector Sustainability Coordinator *Community Legal Centres Queensland*

Simon Suttie, Principal Lawyer *Gippsland Community Legal Service* (VIC)

Sarah Toovey, Chief Executive Officer *Ruah Legal Services* (WA)

Lisa Warner, Aboriginal Community Worker *Women's Legal Service* (SA)

Members Advisory Group

Sarah Marland (Community Legal Centres NSW)

Rachael Bowker (Association of Community Legal Centres NT)

Caitlin Weatherby-Fell (Association of Community Legal Centres NT)

Rosslyn Monro (Community Legal Centres Qld)

Ippei Okazaki (Community Legal Centres SA)

Ryan Gilmour (Community Legal Centres Tasmania)

Louisa Gibbs (Federation of Community Legal Centres Vic)

Chelsea McKinney (Community Legal WA)

Staff

Staff listed here were employed during all or part of 2024–25.

Tim Leach – Chief Executive Officer

Imogen Brackin – Research and Conference Officer

Riley Brooke – Policy and Communications Coordinator

Chris Dubrow – ICT Team Leader

Neil Graham – Digital Transformation Manager

Emily Hamilton – Advocacy and Communications Manager

David Herrero – Operations and Design Officer

Kevin Huang – Helpdesk Support Officer
Kim Hunter – Capacity Building Coordinator
Reuben Johnson – ICT User Support Officer
Manuel Martinez – ICT Applications Support Officer
Charlotte Maung – Chief Operating Officer
Bobbi Murray – First Nations Justice Advisor (casual)
Ingrid Rikkert – National Accreditation Coordinator
Eric Rottger – Data Officer
Anjana Shrestha – Data Officer
Upama Shrestha – Data Officer
Suzanne Slegers – Data Manager
Liz Wells – National Capacity Building Coordinator and Pro Bono Advisor
Shuo Yang – Data Officer

Cultural Safety Review Group

Bobbi Murray (Community Legal Centres NSW)
Zachary Armytage (Community Legal Centres NSW)
Jacqui Watkins (Consumer Action Law Centre)
Sammy Cooper (Community Legal Centres Qld)
Candice Hughes (YFS Qld)
Jade Shields (Western NSW Community Legal Centre)
Casey Kickett (Environmental Defenders Office)
Florence Onus (First Nations Women's Legal Service Qld)
Alex-Lee Hargy (Women's Legal Service ACT)
Lisa McClure (Women's Legal Service SA)

Data and Technology Advisory Group

Simon Suttie, Chair (Gippsland Community Legal Centre)

Mouna Bertal (Community Legal Centres NSW)

Alice de Brenni (Central Australian Women's Legal Service, NT)

Rosslyn Munro (Community Legal Centres Queensland)

Kate Scanlon (Community Legal Centres Queensland)

Patrick O'Connor (Tasmanian Refugee Legal Service)

Tim McMahon (Federation of Community Legal Centres Vic)

Brodie Lewis (Great Southern Community Legal Service, WA)

Joshua Marks (Community Legal Western Australia)

Conference Advisory Group

Rachael Clark (Canberra Community Law)

Emma Towney (Canberra Community Law)

Tawanda Mukamuri (Care Consumer Law, ACT)

Danielle Al-Ani (Women's Legal Centre ACT)

Indre McGlinn (Community Legal Centres NSW)

Julianna Marshall (Central Australia Women's Legal Service, NT)

Leah Lane (Community Legal Centres Qld)

Cheryl Rosales (Uniting Communities SA)

Gabby Talmadge (Federation of Community Legal Centres Vic)

Rhian Chin (Community Legal WA)

Sponsors and pro bono partners

Ashurst

Australian Financial Complaints Authority

Commonwealth Attorney-General's
Department

Canberra Convention Bureau

Carroll & O'Dea Lawyers

Clyde & Co

Gallagher

Hall & Willcox

HWL Ebsworth, with particular thanks to
Karen Keogh

Lifeline DV Alert

Myer Foundation

NSW Law and Justice Foundation

Victoria Law Foundation

Financial statements

National Association of Community Legal Centres
ABN: 67 757 001 303

Statement of profit or loss and other comprehensive income for the year ended 30 June 2025

	2025	2024
	\$	\$
Revenue	3 264 421	2 958 047
Less: expenses		
Depreciation and amortisation	(103 278)	(9816)
Employee benefits expense	(2 218 840)	(1 916 364)
Occupancy expense	(45 758)	(120 396)
Finance costs - right of use assets	(3080)	(761)
Conference expenses		(10 775)
Operating expenses	(300 614)	(185 756)
Project expenses	(16 491)	(12 060)
Consultant fees	(173 843)	(155 616)
Hosting and support	(559 302)	(545 414)
Recruitment	(9074)	(2926)
Travel	(36 970)	(51 470)
	<u>(3 467 250)</u>	<u>(3 011 354)</u>
Deficit from operations	(202 829)	(53 307)
Other comprehensive income for the year	—	—
Total comprehensive income	<u>(202 829)</u>	<u>(53 307)</u>

National Association of Community Legal Centres
ABN: 67 757 001 303

Statement of financial position at 30 June 2025

	2025	2024
	\$	\$
Current assets		
Cash and cash equivalents	1 590 161	1 830 281
Receivables	307 689	556 420
Financial assets	498 404	486 639
Other assets	143 195	111 836
Total current assets	2 539 449	2 985 176
Non-current assets		
Financial assets	622 394	595 511
Lease assets	–	103 278
Total non-current assets	622 394	698 789
Total assets	3 161 843	3 683 965
Current liabilities		
Payables	281 386	340 659
Lease liability	–	102 162
Provisions	276 311	240 213
Other liabilities	320 191	534 136
Total current liabilities	877 888	1 217 170
Non-current liabilities		
Provisions	64 010	44 021
Total non-current liabilities	64 010	44 021
Total liabilities	941 898	1 261 191
Net assets	2 219 945	2 422 774
Equity		
Reserves	137 500	137 500
Accumulated surplus	2 082 445	2 285 274
Total equity	2 219 945	2 422 774