



**HOPE VALE**  
**FOUNDATION**

# Annual Report

Hope Vale Foundation Ltd

2024-2025

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# Directors' report

As this year concludes, we have once again demonstrated our resilience and strength in times of crisis. Over the past year, we have managed uncertainty, grief, and a range of challenges as Hope Vale emerged as a focal point of political debate and complexity.

This Report provides an overview of the company's performance, financial position, and key developments during the financial year 2024-2025. It highlights significant achievements, addresses challenges encountered, and outlines the strategic direction for the forthcoming year. The Directors remain committed to upholding strong corporate governance and ensuring the long-term sustainability of the organisation.

Throughout the year, we maintained a steadfast belief that agri-business represented our most promising avenue for delivering training and employment opportunities to the Hope Vale community. Despite this conviction, efforts to secure a workable partnership with the Hope Vale Aboriginal Shire Council for the continued development of the old banana farm site proved unsuccessful. This outcome was particularly disappointing, given the considerable investments made to restore and rebuild the farm site in anticipation of future growth.

This year was marked by significant loss, deeply affecting the organisation. The passing of our Chairperson, who had only recently begun to settle into her leadership role, was a profound moment. She had expressed genuine enthusiasm for leveraging her position to create meaningful opportunities within Hope Vale, and her absence has been deeply felt.

We also wish to acknowledge and honour the passing of Viola Mossman, who began her tenure with the Hope Vale Foundation (HVF) in 2016. Viola played a pivotal role in the organisation's recovery and growth, being instrumental in the rebuilding process during a critical period for Hope Vale Foundation. Her expertise in both human resources and financial management proved invaluable, significantly contributing to the company's return to solvency.

Viola's unwavering integrity left a lasting impression on the Board, shaping the way we continue to operate today. She led by example, always approaching her work with kindness and compassion. Her legacy of ethical leadership and empathy serves as a guiding principle for us all as we move forward.

During this period, Shaun Nancarrow resigned from his position. We extend our gratitude to him for his dedication on the frontline, recognising the challenging nature of his responsibilities. Shaun consistently demonstrated commitment by maintaining a positive outlook and facilitating connections with the right people to support our goals. His determination and compassion were instrumental in addressing the increasing needs of our most vulnerable members.

Although we faced adversity, we strengthened our resolve and sought alternative options on how we can continue to be of service to the community. Through our dedicated General Manager, we were able to negotiate with our partner Gungarde Community Aboriginal Corporation to relocate to their farm. Thanks to our members, who granted us the approval to approach this option, we are happy to report that we have a new location to continue our work.

Despite the adversity encountered throughout the year, we remained steadfast in our commitment to serving the Hope Vale community. Rather than allowing setbacks to deter our progress, we used these challenges to strengthen our resolve and actively explored alternative avenues to continue our vital work.

Although we once again find ourselves rebuilding, we've established a strong reputation as a leader in innovative farming practices across the region. We're fortunate to have Tony Matchett back on the team, bringing his valuable experience from previous work with us. Together, we're now exploring a new protein opportunity, the giant freshwater prawn.

Our focus remains on developing sustainable, forward-thinking approaches to agriculture, keeping us at the forefront of regional innovation.

We are grateful for the continued support of our Joint Venture Partners—Gungarde, Wujal Wujal, and My Pathway—whose collaboration and commitment underpin our growth and success. The dedication of My Pathway staff, in particular, has been instrumental in maintaining progress and delivering positive outcomes for the Hope Vale community.

While operating outside the community centre brings challenges, we recognise that addressing social and employment needs requires collective effort. Through our partnerships and agribusiness initiatives, we continue working to create sustainable training and employment opportunities across the region.

We look forward to the new year ahead.

# General Manager's report

The past year has passed in a whirlwind, leaving me reflecting on the challenges and uncertainties that have shaped our journey. Navigating through grief is never straightforward, and I have come to realise that my own experience has extended well beyond the past twelve months. Our collective grief is ongoing as we continue to mourn the loss of our loved ones.

On 25 August 2024, Viola Mossman, my mother, sadly lost her battle with cancer surrounded by her loving family. While this may sound familiar, the days leading up to her passing were filled with an outpouring of support; calls, messages, prayers, poems, songs, and bible readings, all shared in comfort and collective grief.

As I now reflect on her decision to assist the Hope Vale Foundation during a period of transition, I have a newfound appreciation of her role in the community and her character. Initially hesitant, I was persuaded by her simple yet profound reasoning, "It is mainly payroll. The workers need to get paid; they have to eat too." This phrase has resonated deeply and remains significant as I share these reflections in our Annual Report.

The Annual Report covers activities between 1 July 2024 and 30 June 2025—a period marked by profound loss. In hindsight, the gravity of the year is clear:

- The passing of Viola Mossman—my mother and business partner
- The passing of our Chairperson, Katherine Steffensen-Gibson
- The loss of the Hope Vale Foundation's shared office space and my personal business
- The loss of the Hope Vale Foundation farm

Since joining Hope Vale Foundation, I have faced more losses than I care to enumerate. My academic background in political science has often enabled me to compartmentalise emotionally, but this year was particularly challenging. The Board of Directors displayed remarkable determination, yet I frequently questioned the purpose and cost of continuing to fight what felt like an uphill battle.

The most significant lesson I have learned is that true commitment arises from the conviction that everyone in Hope Vale deserves an opportunity. The formidable spirit of the Hope Vale community is evident. They aspire to improve their lives, even if the path forward is not always clear.

The Foundation's Board remains committed to creating meaningful employment opportunities, including building a sustainable farm to create jobs and traineeships. However, funding these aspirations remains a significant challenge.

The imperative to 'put plants in the ground and create jobs because people need to eat' became our guiding principle.

Recognising that the Hope Vale Aboriginal Shire Council was unlikely to support our efforts, we adapted our approach. And, despite numerous setbacks, our perseverance was fuelled by duty and hope for the community. Financial rehabilitation demanded patience, resilience, and a willingness to make difficult decisions.

We thoroughly reviewed our operations, implemented essential changes, and actively pursued opportunities consistent with our vision for Hope Vale's future. The steadfast support from those who believe in the Foundation—whether through words of encouragement, offers of assistance, or simply standing by us during difficult times—has reinforced our dedication.

As we continue our journey, the commitment to providing meaningful employment and restoring dignity through work remains central to our mission. We move forward, carrying the lessons of the past year, united in hope that our collective efforts will pave the way for a brighter future for Hope Vale and its people.

To realise this vision, we sought innovative solutions, engaging our Joint Venture Partners and securing the Gungarde Farm through successful negotiations.

What does this look like concretely?

Through Shaun Nancarrow's dedicated efforts, strong and productive partnerships were established with key government agencies. He demonstrated a remarkable ability to connect with like-minded individuals who shared our vision and were keen to support the growth of our business. Shaun's skill in articulating the Foundation's vision so clearly ensured that our message reached anyone willing to listen, broadening our network and strengthening our position.

The commitment Shaun brought to our organisation will have a profound and lasting impact for many years ahead. As we reflect on his significant contribution, we offer our sincere thanks and best wishes for his future endeavours.

While we waited for the inevitable axe to fall severing our ties to Hope Vale, we worked to strengthen our relationships, head hunted for right people to work with us and developed a strategic plan to keep focused and positive.

We are not alone in this journey!



We are grateful to the continuing partnership of the Joint Venture board, Gungarde Community Aboriginal Corporation, Wujal Wujal and My Pathway. Our long history of working together have enabled us to respond to the needs of the communities we represent. We have been able to overcome challenges and pursue new opportunities with confidence. Our sincere appreciation to our partners.

An exciting opportunity we have through this partnership is the leasing of the Gungarde Farm to continue our vision of establishing a sustainable farm to increase training and employment opportunities, not just for Hope Vale but also for the wider region.

I have now come to think of ourselves as farmers. The hard work we've put in over the past five years is now able to begin with confidence. Land tenure was always a significant barrier to growth for us, but with this option we can advance with confidence, driving our initiatives forward.

We will relocate to the Gungarde Farm from 1 July 2025, and at the same time, we welcome Tony Matchett as our Commercialisation and Innovation Manager. We will transfer the aquaponics set up, funded by the Department of Agriculture and Fisheries (DAF). We will again look at what crops to grow and explore the option of a new protein. The giant freshwater prawn—watch this space.

We will put the past year behind us and focus only on what is ahead.

Many thanks to the Board of Directors, Robyn May of Selkie Shore, and our partners who continue to support us. Thank you to our members, who keep us accountable.

I look forward to another exciting year with the Hope Vale Foundation.

We did not do any of this alone, we are grateful for the continuing partnership of the Joint Venture board and how we work together to foster a spirit of collaboration and shared purpose. Their unwavering commitment and active engagement have been instrumental in driving our initiatives forward, enabling us to overcome challenges and pursue new opportunities with confidence.

We are deeply grateful to Gungarde Community Aboriginal Corporation for partnering with us through the farm lease agreement, enabling us to continue building on the foundations established at Hope Vale.

As we look to the future, we remain confident that the collective strength and determination of the Hope Vale Foundation will continue to drive meaningful and lasting outcomes for the Hope Vale community.

**Rachelle McIvor**

# In Memoriam: Our Chairperson

A formal tribute to her leadership and legacy

The Board and staff of Hope Vale Foundation respectfully acknowledge the sudden and tragic passing of our Chairperson in December. Her loss has left a significant void within our organisation and the wider community.

Upon her appointment as Chairperson, she devoted herself to furthering the development of the company, seeking to build on its strengths while navigating a period of legislative transition.

Accustomed to the previous Office of the Registrar of Indigenous Corporations (ORIC) framework, she diligently undertook the task of understanding operations under a new legislative act, demonstrating her adaptability and dedication to due process. Her commitment to learning and her proactive engagement with organisational change were evident to all who worked alongside her.

She acted as a trusted link between the company and the community, responding to questions and concerns with patience and openness. Aware that misunderstandings sometimes arose, she took care to share clear and accurate information. Her approachable manner and readiness to discuss challenging topics helped build mutual understanding and strengthen relationships with stakeholders.

In November of the prior year, she chaired her inaugural Annual General Meeting. Despite initial apprehension, she fulfilled this responsibility with professionalism and composure, later expressing both pride and enthusiasm for her role. Kathy's presence brought an energy and warmth to proceedings, and her approachable manner encouraged healthy discussion and participation.

She was known for her engaging sense of humour, her ability to connect with people at all levels, and a character defined by both kindness and resolve. Her inquisitiveness and eagerness to understand company operations served as a model for continual learning.

Beyond her professional obligations, she had a deep affection for her family—particularly her grandchildren—and her dog. She was a keen and talented photographer and expressed enthusiasm about relocating to Gungarde Farm. Notably, her reflections on family life, including her pride and devotion to her son, highlighted her desire to leave a meaningful legacy for future generations.

Her time with the Foundation was marked by clear vision, openness, and a steadfast commitment to the wellbeing of both the organisation and the community.

She encouraged and supported others and consistently stood up for the rights and interests of her people.

Her passing is deeply felt by everyone at the Foundation, and her many contributions will be remembered with lasting gratitude and respect.

The Hope Vale Foundation Board of Directors extends its deepest sympathies to her family, friends, and the broader community.

Her legacy of service, vision, and integrity will continue to inspire and guide the Foundation in the years ahead. She will be greatly missed.



# In Memoriam: Viola Mossman

Hope Vale Foundation honours the life and legacy of Viola Mossman, whose enduring contributions shaped the heart of our organisation and community. Viola's unwavering commitment to integrity, fairness, and compassion guided HVF through some of its most challenging chapters, leaving a legacy that continues to inspire.

Viola joined Hope Vale Foundation in 2016 during a period of significant adversity, following the impact of two cyclones and the closure of the Banana Farm. Her leadership during the liquidation process was marked by courage, empathy, and a deep commitment to the wellbeing of our workforce. She advocated tirelessly for fair treatment and transparent communication, ensuring that every voice was heard and respected.

Prior to Hope Vale Foundation, Viola built a distinguished career with the Hope Vale Shire Council, earning widespread respect for her honesty, work ethic, and expertise in human resources and financial management. Her professional journey was defined by a dedication to uplifting others and fostering trust.

As the company worked through difficult times, Viola gently imparted the lesson that true integrity means doing the right thing even when no one is watching. It set a standard for thoughtful, principled decision-making and resilience. The memory of her values is upheld and continues to have a positive impact on the organisation.

Throughout her career, Viola remained committed to learning and adapting. Her pursuit of professional development not only strengthened Hope Vale Foundation's recovery but also empowered those around her to grow.

Viola Mossman's commitment to social justice extended beyond her professional roles.

She was one of the first two women elected to represent Cape York on the Aboriginal and Torres Strait Islander Commission (ATSIC) Regional Council. Her election was a milestone in Indigenous leadership, reflecting her deep-rooted dedication to advocacy, equity, and community empowerment. Viola's voice helped shape policy and representation at a national level, and her legacy continues to inspire future generations of leaders.

Viola's life was shaped by a deep sense of justice and a belief in standing up for others. From her early experiences under the assimilation policy to her work in social justice and Indigenous advocacy, she remained a steadfast champion for equity and inclusion. Her contributions to ATSIC, Aboriginal Hostels, Apunipima, Mookai Rosie, and the Hope Vale Aboriginal Shire Council reflect a lifetime of service.

Viola Mossman passed away on 25 August 2024, surrounded by family and love. She is remembered not only for her professional achievements but for her generosity, wisdom, and enduring strength. Her legacy lives on through her children, grandchildren, siblings, extended family, and the many lives she touched.

Hope Vale Foundation is deeply grateful for Viola's leadership and the values she instilled in our organisation. Her memory continues to guide us as we strive to uphold the principles she embodied: integrity, compassion, and community.



# Hope Vale Foundation: Investing in

Empowering Hope Vale through strategic partnerships and innovation

## About Us

### Introducing Hope Vale Foundation

Hope Vale Foundation is a purpose-driven organisation dedicated to advancing social and economic development within Hope Vale and its neighbouring communities. Since our inception in 2012, we have remained steadfast in our commitment to empower individuals, connect them with transformative opportunities, and foster holistic community progress. Our vision is to enable every person to build a brighter future, underpinned by empowerment and self-determination.

As an Indigenous owned and controlled entity, our membership currently comprises 152 individuals from the Hope Vale community. We champion the belief that success should be attainable for all and proudly advocate for a world where every member of our community can reach their full potential.

### Strategic Partnerships

Our strategic direction is strengthened through a joint venture with Gungarde Community Centre Aboriginal Corporation, Wujal Wujal Aboriginal Shire Council, and My Pathway. Together, we deliver tailored employment services and training programs designed to equip our members with essential skills, resources, and confidence. This collaborative approach ensures that every individual has the opportunity to thrive, both personally and within the broader community.

### Our Approach

We drive sustainable impact through collaboration, innovation, and culturally informed practices. By proactively identifying opportunities to uplift our community, we invest in local initiatives and programs that deliver measurable change. Our commitment to listening and responding to our members' needs ensures that our solutions remain relevant and effective, maximising outcomes for all stakeholders.

### Our Evolving Strategy

Ownership: The people of Hope Vale have direct ownership of the Foundation, shaping the company's future direction and operations. This inclusive model ensures our strategies are community-led and reflective of local aspirations.

### Our Brand Identity

Our new logo visually embodies the renewed spirit of Hope Vale Foundation Limited. The colour palette captures the essence of the Hope Vale region: lush green pastures, the crystal blue ocean horizon, and the protective mountainous backdrop that defines "home." The red symbolises the rich soil and the unity within our community, while the vibrant yellow represents new beginnings and hope for the future.

### Building Capacity for Excellence

Over the past five years, Hope Vale Foundation has focused on organisational renewal—consulting with industry experts, enhancing governance practices, and deepening our understanding of effective company management. We are now equipped to address the challenges facing our communities, informed by a clear vision and robust operational capacity.

## Community Profile: Hope Vale

### Socio-Economic Overview

Hope Vale is a proud, predominantly Indigenous community. According to the Australian Bureau of Statistics (ABS) 2021 Census, the population stands at 1,083, with 91.9% identifying as Aboriginal or Torres Strait Islander. The median age is 28 years, with a significant proportion of youth (36.8% aged 0–17) and a smaller senior population (8.4% aged 65+).

Population	Aboriginal or Torres Strait Islander (%)	Median Age	Age 0–17 (%)	Age 65+ (%)
1,083	91.9	28	36.8	8.4

# sustainable community growth

Despite strong cultural identity, the community faces significant socio-economic challenges. Unemployment remains high at 26.2% (for those aged 15+), compared to 5.4% in Queensland and 5.1% nationally.

Area	Unemployment Rate (%)
Hope Vale	26.2
Queensland	5.4
Australia	5.1

Employment is concentrated in a few key sectors, with public administration, health care, and education as the leading industries.

Industry	Number of employed	% of employed
Public Administration & Safety	74	27.3
Health Care & Social Assistance	49	18.0
Education & Training	27	10.0
Agriculture, Forestry & Fishing	12	4.4
Other	108	40.2

Educational attainment presents further challenges: only 17.7% of residents aged 15+ have completed Year 12 or equivalent, and just 4.3% hold a Bachelor degree or higher. Many have not completed secondary education, underscoring the need for targeted educational initiatives.

Highest Level Achieved	Number of People (aged 15+)	% of Population (aged 15+)
Year 12 or equivalent	112	17.2
Certificate/Diploma	61	9.6
Bachelor Degree or higher	27	4.3
Did not complete Year 12	231	36.6

These statistics highlight both the resilience and the opportunities for growth within the Hope Vale community, particularly in education, employment, and economic diversification.

## Our Vision: Sustainable Agribusiness for Hope Vale

### Key Concepts Driving Change

- **Aquaculture:** Farming aquatic organisms: including fish, crustaceans, molluscs, and aquatic plants – under controlled conditions for food production, restocking, and commercial sale.
- **Agritourism:** Integrating agriculture and tourism by welcoming visitors to farms for tours, workshops, and local food experiences, generating supplementary income and educational opportunities.
- **Agribusiness:** Encompassing the production, processing, and distribution of agricultural products, establishing a value chain from paddock to plate.

Our focus on these sectors is deeply aligned with our way of life and community values. With land ready for development and extensive local knowledge, we are uniquely positioned to create meaningful, culturally relevant opportunities that strengthen both livelihoods and heritage.

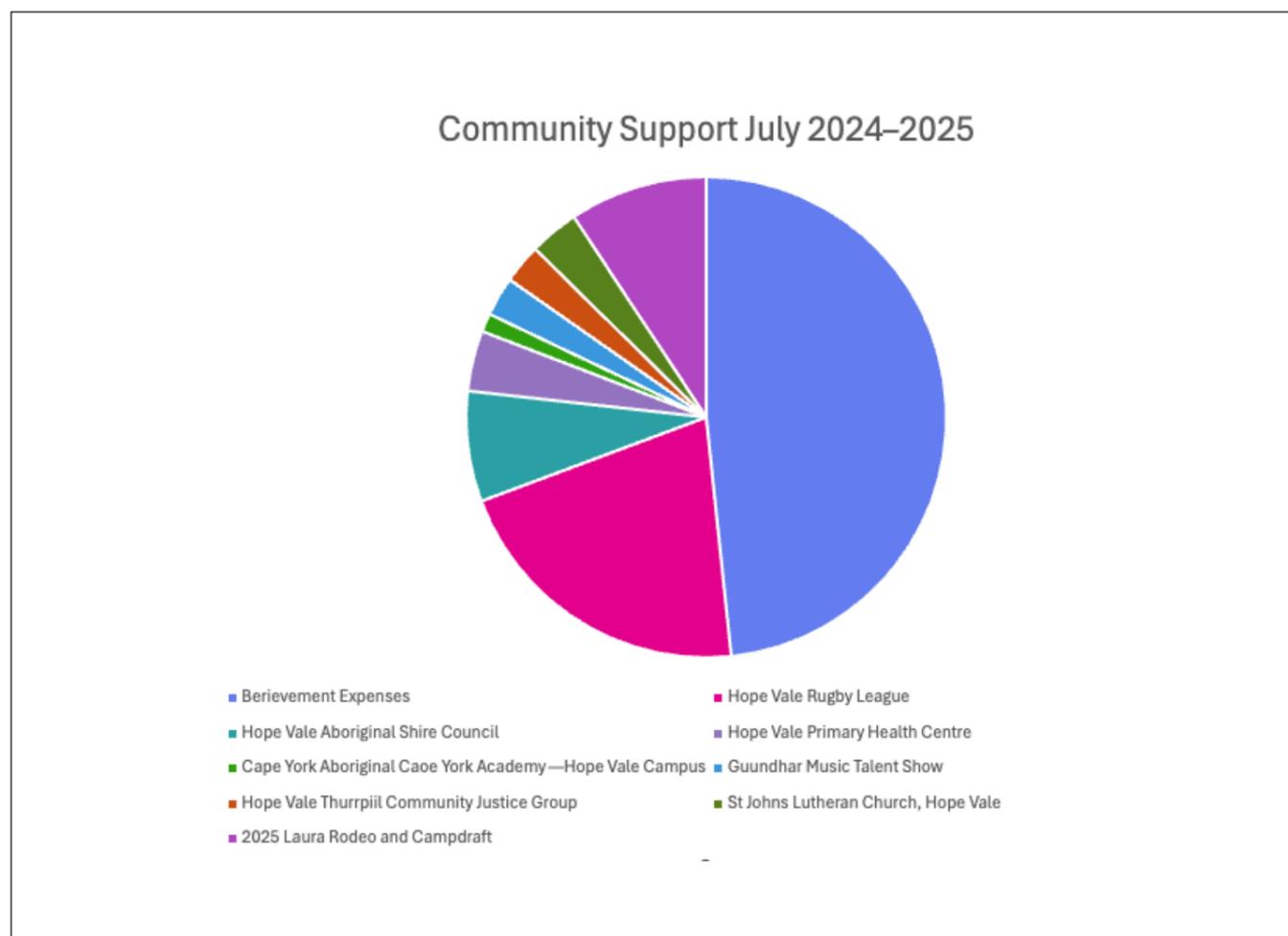
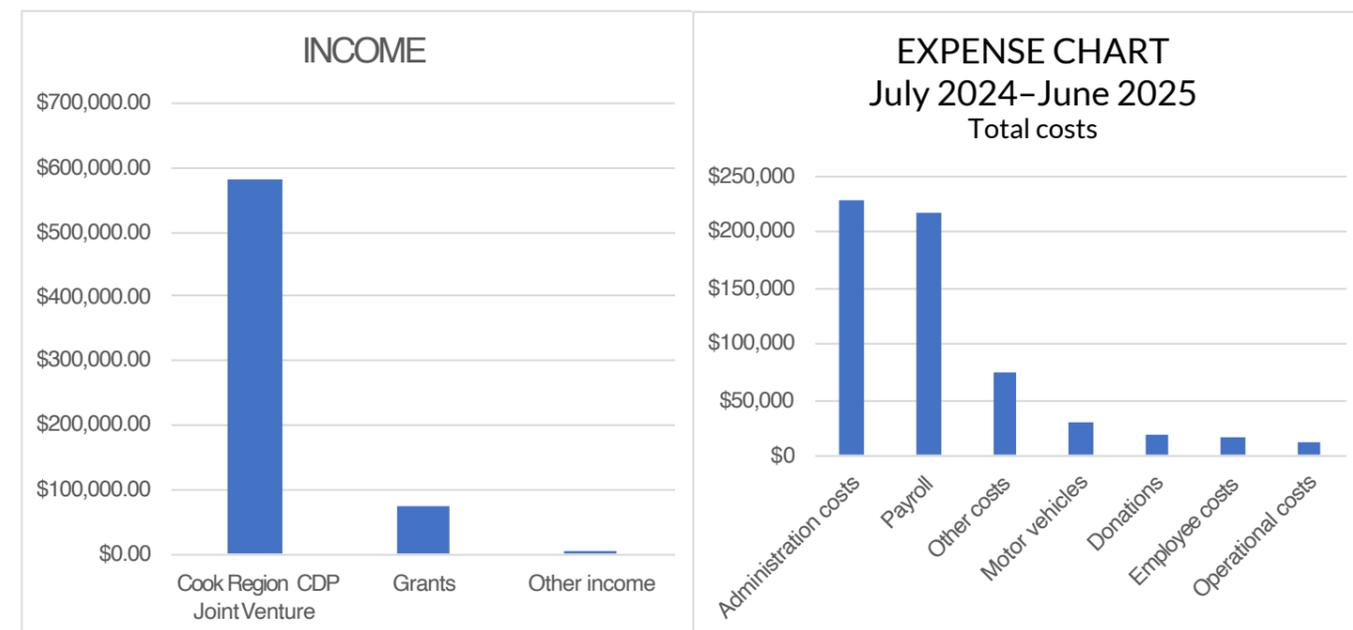
### Setting a New Benchmark

Hope Vale Foundation's governance structure as a model for community-led development. Our goal is to deliver high-quality, cost-effective initiatives, both independently and in partnership with local stakeholders. By leveraging research-backed strategies and community insights, we are redefining how rural and Indigenous communities can drive positive change.

Through our own investment, new funding partners, and philanthropic supporters joining us in empowering the Hope Vale community - together, we can create lasting benefits, strengthening culture, enhancing livelihoods, and building a legacy of innovation and resilience.

# Community Support – Legacy Funds

EXPENDITURE TOTAL	\$18,907.74
Breavement Expenses	9,139.00
Hope Vale Rugby League	3,968.42
Hope Vale Aboriginal Shire Council	1,404.00
Hope Vale Primary Health Centre	770.00
Cape York Aboriginal Cape York Academy—Hope Vale Campus	234.60
Guundhar Music Talent Show	500.00
Hope Vale Thurrpiil Community Justice Group	500.00
St Johns Lutheran Church, Hope Vale	631.72
2025 Laura Rodeo and Campdraft	1,760.00



## Financial overview and risk management

### Financial Overview

For the year ended 30 June 2025, Hope Vale Foundation Ltd recorded total operating expenditure of \$595,117.70, reflecting our commitment to delivering programs and services that strengthen community outcomes. This investment was strategically allocated across key areas to ensure operational efficiency, compliance, and sustainability.

### Strategic Focus:

Our financial strategy prioritises direct program delivery, workforce development, and organisational sustainability. By balancing operational needs with long-term capacity building, we continue to create meaningful outcomes for the Hope Vale community.

### Risk Management

Hope Vale Foundation Ltd recognises that effective risk management is critical to achieving our objectives and safeguarding community resources. During the financial year, we maintained a proactive approach to identifying, assessing, and mitigating risks across operational, financial, and compliance areas.

### Key Risk Areas and Mitigation Strategies:

- Financial Sustainability: Risk – Dependence on grant funding and joint venture income. Mitigation – Diversification of revenue streams through partnerships and commercial opportunities.
- Compliance and Governance: Risk – Increasing regulatory requirements. Mitigation – Investment in professional services, audit processes, and staff training to ensure compliance.

- Operational Continuity: Risk – Disruptions due to remote service delivery challenges. Mitigation – Strategic allocation of travel and vehicle resources, and investment in technology for remote engagement.
- Human Resources: Risk – Workforce retention and capability gaps. Mitigation – Competitive remuneration, training programs, and staff wellbeing initiatives.
- Asset Management: Risk – Depreciation and maintenance of vehicles and equipment. Mitigation – Scheduled maintenance programs and capital planning.

### Consortium Governance and Risk Management

Since 2013, Hope Vale Foundation Ltd has been an active member of a formal consortium led by Gungarde Community Centre Aboriginal Corporation, alongside Wujal Wujal Aboriginal Shire Council and My Pathway. This consortium meets bi-monthly and provides a collaborative governance structure that strengthens oversight and accountability.

Through this arrangement, Hope Vale Foundation contributes to financial management and risk oversight, ensuring that reporting remains accurate and timely while program management stays responsive to community needs.

Importantly, this consortium adds an extra layer of governance and risk management to the Hope Vale Foundation Board. It enhances compliance and provides access to specialist expertise, significantly reducing organisational risk and supporting sustainable service delivery.

# Hope Vale Foundation Ltd

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