



Annual Report

2019

All children. All abilities. All possibilities.



Our Vision & Mission

➤ **Our Vision**
Our vision is for children and their families to have supportive connections, discover possibilities and participate to their full potential in all aspects of family and community life.

➤ **Our Mission**
We create and support learning and social opportunities in caring environments for all children and young people in our areas of operation.

➤ **Our Core Values**



Self
Determination



Access
& Equity



Collaboration



Respect



Ethics
& Integrity



Sustainability



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Acknowledgement of Country
We acknowledge the homelands of all Aboriginal people and pay our respect to Country.

President's Report



✔
*Koorana is well positioned to embrace growth opportunities and deliver on its mission to support **All Children, All Abilities, All Possibilities.***

The 2019 Financial Year has seen the continuation and entrenchment of the transformation of the sector and Koorana adjusting its operations to deliver the mission encapsulated by **All Children, All Abilities, All Possibilities**. On behalf of the Koorana Board of Directors, staff and stakeholders, I am pleased to present the **Annual Report for Koorana Child & Family Services Ltd for the financial year ending June 2019**.

During this year of on-going transformation for Koorana in the disability sector, we have delivered our planned outcomes despite the challenges resulting from the entrenchment of the National Disability Insurance Scheme (NDIS) across the sector.

The new commercial model has required our intervention team to refocus their efforts into achieving outcomes within the constraints of client packages as awarded, to deliver high-quality, evidenced-based services. Across all Koorana's disability and non-disability service offerings, we continue to support families and provide inclusive opportunities for all children to learn and develop new skills in fun environments.

At the Board level, Koorana continues to work with Vicki our CEO and the executive team on several key initiatives including:

- ▶ restructuring and aligning the operational platform and teams to be able to operate with greater agility, to cost-effectively deliver service while effectively responding to the NDIS package requirements;
- ▶ continuing the transitioning of the Board to a skills-based model by identifying and inviting new members to join and contribute, ensuring that there is planned succession of members when they retire;
- ▶ having largely delivered the priorities contained in our previous Strategic Plan, developing the Strategic Directions for 2020 to 2022, by expanding our services into shoulder areas and new fee-based service initiatives that are aligned to our values and response to market opportunities in the sector; and
- ▶ working with our CEO, to ensure Koorana has a robust and sustainable operating platform and to identify the most appropriate successor for Vicki, as she moves to retirement at the end of 2019.

Vicki and the Koorana team have continued to demonstrate their service commitment to our clients' needs and their goals, despite the significant organisational changes that have been implemented and the reduction in block funded income sources. The funding changes and the implementation of a new operating model, have had a significant impact on the financial performance of Koorana in 2019, ending with an operating deficit. This is a financial outcome that is not expected to be repeated in 2020.

Koorana's pre-schools, play groups and SIBS model, continue to provide a unique community service in our areas of operation. However, the establishment of a third preschool in Chullora, based on the additional funding that has been granted, has taken significantly longer than originally expected and will only be operational into 2020.

Koorana continues to grow, with the breadth of our service delivery widening, our family and children client base continually increasing and continued growth in our annual financial turnover.

With enhanced marketing initiatives, we plan to focus on growing our influence across the sector, based on the great Koorana brand, by growing our existing and adding complementary fee-for-service offerings that resonate with the children and families we serve.

Based on initiatives commenced last year, Koorana continues to enhance its governance structure, implement streamlined systems, improved processes and supportive technology to provide staff with the resources and tools needed to make effective decisions and to deliver service remotely ensuring our clients enjoy positive experiences from service entry to service exit.

Acknowledgements

We acknowledge and thank the many families that remain loyal to Koorana, particularly those that have been provided with NDIS packages, and who continue to choose our services. We also extend our thanks to the government funding bodies that support us and the members of our local community for their support, and in particular, Canterbury Hurlstone Park RSL, Canterbury League and Bankstown Sports Clubs who provide Koorana with supplemental grants to boost the services that we provide.

I would like to acknowledge our auditors, Conroy Audit & Advisory and our other external partners, who support our governance and management services.

I would also like to thank the Board members for the time and effort they contribute to Koorana and in turn the community, their expertise and support is critical to Koorana's ongoing success.

This last year has once again been a success, despite the many changes that have been implemented and the challenges faced. This would not have been achieved without the on-going dedication and commitment of Vicki, the leadership team and the staff.

I would like to thank all the Koorana team for their tireless efforts in delivering Koorana's mission in assisting and servicing our growing loyal customer base of families and children. I am grateful for the trust and support that we continue to receive from our ever-expanding community.

With the planned retirement of Vicki from the CEO position at the end of this year after 20 plus years in the role, finding a worthy replacement will be challenging. However, based on the great Koorana legacy established by Vicki and her relentless support in transitioning the role, Koorana is well positioned to embrace growth opportunities in the sector under the guidance of a new CEO for the next decade.

Rodney Timm
President

CEO's Report



✔ **We believe that children's abilities are strengthened when services are delivered in partnership with their families.**

The 2018 – 2019 year has been a challenging but satisfying and fulfilling year. It's with great pleasure that I share Koorana's success in maintaining focus and strength of purpose in what is now, a very different service environment. The year marked the successful completion of our three-year strategic plan, bringing to fruition a five-year business vision.

We consolidated our service opportunities within the NDIS framework; expanded our non-disability services; further developed our brand and strengthened our organisational assets for long-term sustainability.

Our focus is on four key areas of work sitting within a logical service structure that frames our current and future service offerings: Early Education; Intervention and Disability Support; Child and Family Support; and Capacity Building.

We provide services that offer opportunities to children and young people to learn, develop their skills and reach their potential. We work collaboratively with families to support them in their parenting role, contribute to community capacity building activities to influence positive outcomes and continually seek new opportunities for growth and innovation in service delivery.

To administer intervention and disability services, we are a registered provider under the National Disability Insurance Scheme (NDIS).

The full rollout of the NDIS in 2018 proved a challenge for many disability service providers. The transition to retrospective billing for each individual intervention or support, as opposed to quarterly acquittals of block funding received in advance, impacted Koorana; as did a sector-wide shortage of discipline specific practitioners and a highly competitive service environment.

Koorana was well prepared for the impact and met the challenges with a strong management infrastructure, a supportive client access pathway into our services, financial stability and a focused plan for ongoing sustainability. The Board's commitment to providing continuity of service to families beyond the withdrawal of funding from the State government and increased agency costs to meet the recruitment needs referred to above, however, resulted in a deficit.

The NDIS is a long overdue initiative and an important one, because it represents Australia's commitment to ensuring social justice for people living with disability. It mandates an expectation that all people have the right to participate in all aspects of community life and to exercise choice and control over the type of support services they receive.

It's to be expected that with the introduction of any large reform, there will be inevitable changes and adjustments to the service system at the Government level during the initial years of implementation. Koorana has built a solid foundation for ongoing change, confident in its ability to adapt, and positioned for growth in geographic reach, as well as service offerings. We are solid in our resolve to deliver on purpose, long into the future.

Throughout the year, Koorana enjoyed successes in other areas of our work too. The funding agreements to provide both Start Strong Pathways and the Sector Capacity Building Program were finalised in October 2018. The programs have received exceptional feedback from participants and community partners alike.

The recent installation of CCTV provides an added layer of security to the preschool and offers the team opportunities for review and continuous improvement.

Following focused market research, we expanded our reach to include the Georges River and Sutherland Shire areas. We opened an office in Miranda for onsite clinical work and group activities. The office will also provide a base for our mobile team.

We're in the final stages of negotiation to secure an office in Fairfield to support delivery in the South West of Sydney and we'll continue to seek other touch points as service delivery increases in other areas.

We've established a strong partnership with Kinchela in Waterloo to strengthen our work with the Aboriginal community. We'll share office space with Kinchela and support their client base with intervention and disability support services for children and young people up to 18 years of age.

To attract and retain an exceptional workforce, we've further developed our internal capacity with the introduction of a new People and Culture strategy. It provides leadership and professional training to support career pathways, offers additional clinical supervision to new graduates, opens opportunities to participate in research projects and introduces a competitive, performance based salary model.

Looking forward

As we enter a new three-year strategic planning phase, we'll continue to build a robust and influential social purpose business that is responsive to individual and community need, drives sector innovation, and remains sustainable and resilient.

Our focus will be on six key areas of work:

- **Our Customers**
As our service influence expands, we'll ensure to connect with all children, from all backgrounds and all abilities, supporting them and their families with new possibilities.
- **Our Intervention and Disability Services**
Understanding the early intervention and NDIS service needs of all children and their families, we'll devise and deliver evidence-based and researched service outcomes, using innovative and cost-effective programs.
- **Our Family Support and Education Services**
Recognising the early learning, social skills and other aligned service needs of all children and their families, we'll design innovative, cost effective programs to further enhance outcomes.
- **Our People**
Being known as the employer of choice, we're able to attract and retain talented staff in a rewarding, agile, collaborative and stable working environment.

➤ **Our Partners**

Identifying and entering into partnership, alliance and sponsorship arrangements with like-minded or divergent groups providing complementary services, will enhance the impact of our service offerings.

➤ **Our Resilience**

We will continue to reinforce and maintain an efficient, financially sustainable, resilient and future-ready digital organisation with the appropriate governance framework.

A Final Word

As Koorana moves to the future , it's supported by a conscientious and committed Board of Directors dedicated to affording all children and young people the opportunities to explore life's possibilities, to participate naturally in all aspects of family and community life and importantly, to have confidence and a strong sense of belonging.

They have worked tirelessly to develop a strategic direction for the next three years that will position Koorana as a viable and resilient leader in its field of work. They are intelligent and insightful, and all have a passion to see Koorana achieve its mission. I'm grateful for their unconditional support.

My thanks also go to the management team for their enthusiasm and determination, to our corporate services team who diligently ensure that resources and processes are in place to support the work of all front line staff and to all practitioners who are responsible for Koorana's excellent reputation for quality family centred practice.

My heartfelt gratitude to the many families who have given us the opportunity to be a part of their lives and have trusted us with their beautiful children. We are blessed to have been a part of their lives.

After 25 years serving this wonderful organisation, I'm forever humbled by the work we do and am excited by the possibilities for Koorana over the coming years. I look forward to seeing all that Koorana is to become in the future.

My very best wishes

Vicki Battisti
CEO





The Year in Review

2018-2019 Intervention Support and Disability Services

> **3,435** Children and young people supported in

> **84** Suburbs

20

Supporting siblings of children with a disability program (SIBS)

27

Helping children with autism packages (DSS Funded)

27

Sector capacity building programs

76

School screening clinics

56

Start Strong Pathways
For parents.

193

Children in preschools
Including 71 children with additional needs.

2432

Children attending playgroups
2071 in parks and 361 based in venues.

255 Speech Therapy

227 Occupational Therapy

19 Psychology

63 Behaviour Support

30 Physiotherapy

37 Support Co-ordination

97 Multidisciplinary (Over 7's)

191 Transdisciplinary (Under 7's)

919

Intervention Support and Disability Services (NDIS Packages)

Our Services

➤ *Koorana provides a broad range of services to 3,435 children and young people between the ages of 0-18 years and their families.*

Our services sit within four core streams of service activity:

- Early Childhood Education
- Intervention and Disability Support
- Child and Family Support Services
- Capacity Building Services

Within each of these service areas Koorana confidently moves to the future knowing that its practices are defined for the realisation of our Vision, Mission and Values.

We strive for real and attainable outcomes by using practices that are built upon a foundation of:

- customer centricity;
- family-centred principles;
- evidence based best practice;
- service delivery in natural learning and social settings;
- continuous quality improvement;
- financial sustainability;
- effective and efficient administration;
- strong governance framework.



Early Childhood Education

> Preschool

Koorana's two preschools, at Lakemba and Roselands, provide early childhood education and care to children aged 3-6 years. Our services align with the National Quality and Early Years Learning Frameworks. Over the course of the 2018-2019 year, the preschools enrolled 193 children of all abilities. To support our deep commitment to the provision of opportunities that nurture individual potential, we employ additional staff, above regulatory requirements to embed practices that facilitate the natural participation of all children.

The team of qualified and experienced early childhood educators, led by university-trained teachers, provide quality learning programs that foster children's confidence, independence, communication and sense of belonging in readiness for formal school entry.

Our programs and activities are structured on play-based learning that encourage children's interests, strengths and curiosity through exploration and discovery. Thinking, language and social skills develop as children question and problem solve with each other.

They challenge their bodies by navigating play that helps them develop balance and control of their larger muscles, as well as learning to manipulate small materials, concentrating on hand and finger control.

Our preschools continue to build sustainable practices within our programs to reinforce children's awareness of the importance of using natural resources to protect our environment and increase their understanding of the world around them.

Family plays a vital role in shaping the preschool program. Strong relationships and open communication between parents, carers and staff are essential to ensure children's positive learning outcomes. Our team works collaboratively with each family to provide a diverse and exciting educational program that understands each child's strengths, interests, needs and identifies individual family priorities.

The introduction of the Story Park app has provided an additional layer of communication between preschools and families. Individual and group posts are sent throughout the day to provide a variety of information about the programmed daily activities, changes to the routine or attendance of casual staff. Beautiful photos and videos of children learning while playing with their friends are uploaded so that families can see their child's development. The group posts can be seen by all preschool families, but individual posts can only be seen by the individually invited family and friends.

Story Park has been well received by parents and carers with many delighted to be able to share access to their child's learning via the Story Park app with extended family and friends living far away or overseas.

The installation of CCTV will provide an added layer of security to our preschools and provide families with confidence that their children are being cared for in a safe environment. Any alleged incidents can be viewed, which will result in quicker and more efficient resolutions to any concerns. Footage is securely stored and requests to view footage being strictly controlled within Koorana guidelines.

Looking forward

In late 2017 Koorana received notification of a capital grant from the Department of Education's Early Childhood Directorate, to open a third preschool, which was approved for operation within Chullora Public School.

There have been numerous unavoidable delays to this project. However, it is expected that in the coming year we will see an opportunity to commence this exciting new opportunity to expand our early education services.

As part of our commitment to continually enhancing Koorana's learning environments we have planned renovations of our preschools; and over the coming year the emphasis will be on further improvements to the indoor facilities and outdoor play spaces.

In line with continuous quality improvement strategies, the preschool teams are committed to ongoing critical reflection and family feedback to assist their planning for children's learning. They will continue to build strong relationships with all families to promote mutual understanding through an atmosphere of respect and open communication.

“Koorana has a deep commitment to nurture individual potential.”

193

Children in preschools
Including 71 children with additional needs





Intervention and Disability Support

› Intake and access pathway

Accessing intervention can often be a complex and daunting experience for families. Koorana is committed to working closely with our clients to provide a seamless pathway into services that are appropriate to each child or young person's needs, as well as being reflective of their identified goals and desired learning outcomes.

Koorana's Intake and Client Access team offer a no-cost pathway into service access. We employ specialist teachers with a deep understanding of the intervention and disability service system, and of children's developmental learning needs. Every family referred to Koorana meets these specialist teachers, who help the families gain an understanding of their funding package and explain the service opportunities available to them.

Broad goals for each participant are determined when the funding package is allocated by the NDIS planner. A Koorana Client Access Worker helps each family break these broad goals down into manageable components and identify which therapist will be best suited to meet their needs.

The approach is thorough and builds the family's capacity to understand the intervention process, identify what supports work best for their child or young person and manage any adjustments or changes to their plans when they are reviewed and renewed. The client access service will support families when plans are changed or if additional support is needed during transition periods, such as starting or leaving high school.

› Intervention and disability service delivery

Koorana is very experienced at working within culturally, linguistically and geographically diverse communities. We have a long history of reading and adjusting service provision to meet the ever-changing needs of communities within shifting economic and social landscapes.

We employ highly qualified and experienced professional staff to deliver a broad suite of educational intervention and therapeutic services to children and young people between the ages of 0 and 18 years, and to their families. Specialist teachers, speech and occupational therapists, physiotherapists, psychologists and social workers provide services that are family focused and guided by researched and evidence-based best practice. Staff stay across the latest trends and regularly resource each other with discipline specific insights.

A large part of Koorana's intervention and disability services income is derived through NDIS funded plans. Our clinicians are also registered with Medicare and health insurance providers, so that claims can be processed quickly and efficiently for those families paying private fees.

During the 2018/2019 reporting year, Koorana's intervention and disability services expanded its geographic footprint beyond South West and Inner West regions to a broader coverage of Sydney.

Our reach now includes the Sutherland Shire, Georges River and Bayside, Sydney CBD, Epping, Sydney Olympic Park/Newington, Wentworth Point, Auburn, Parramatta, Redfern and Schofields.

Although some onsite clinical sessions are available to families, the majority of our work is outreach, which is in line with best practice principles. Staff deliver our services in any place that's important in a participant's life. This could be in the home, playgroup, early childhood education service, at school or in social and recreational settings.

Specialist staff respond to family input to individually tailor programs that will best meet the needs of each child, young person and their family. They encourage families to think broadly about opportunities to promote their child's learning potential and open doors for natural participation in all aspects of family and community life. Staff are flexible in their approach and will deliver sessions in whatever way best meets individual needs and promotes positive outcomes.

Koorana staff continue to work responsively, acknowledging the diversity of individual and community needs. They are creative in their planning and continually seek new ways of supporting families, including maintaining continuity of service provision during extended overseas holidays.

Our intervention and disability service stream is supported by a strong leadership model. Experienced discipline specific leaders guide and support their team, providing regular clinical supervision, professional development and opportunities for collaborative thinking and innovation.

“Koorana is committed to providing a seamless pathway into services that are appropriate to each child or young person's needs.”

919

**Intervention Support
and Disability Services**
NDIS Packages

Our Stories

Meet Zoe

How long has Zoe and your family been involved with Koorana and how did you first get involved or hear about us?

We have been involved with Koorana since May this year when we received NDIS funding. We first heard about Koorana through Lifestart who recommended it as a great multi-disciplinary option for Zoe.

Does Zoe access any other services or programs with Koorana other than occupational therapy?

Zoe accesses both OT and speech therapy through Koorana. Having all Zoe's therapies through the same place has been fantastic. Elissa, who provides OT, is also our key worker, and therefore communicates with Jessica, our speech therapist. They regularly compare notes about what they are doing in each session and how Zoe is progressing. They can also communicate about other things happening in Zoe's schedule, other medical appointments, health concerns, overall progress etc., so I don't feel like I need to repeat myself all the time and everyone is kept in the loop about what is going on.

“I'm so thankful to have chosen Koorana, Zoe has shown huge improvements and is honing her school readiness skills.”

What improvements have you noticed since Zoe started receiving OT?

Even in such a short period of time, Zoe has shown huge improvements in her overall attention span, allowing her to concentrate on fine motor activities and honing her school readiness skills. We've been exploring some of Zoe's sensory-seeking behaviours through deep massage and stimulation via things such as the peanut ball exercises. This helps her to calm down and concentrate in other parts of the sessions. Having the therapies at home is also fantastic. Being in a familiar environment means that Zoe is comfortable and ready to go, as soon as Elissa arrives, getting the most out of each and every session.

As a parent, how does it make you feel to see Zoe's progress?

I'm so thankful to have chosen Koorana to provide us with a multi-disciplinary approach to Zoe's therapy. Seeing her achieve things in the sessions is amazing; and to see her enjoying them and looking forward to the next one is wonderful!

What does Zoe enjoy about OT with Koorana?

Zoe loves her OT and speech sessions with Koorana. She is always asking whether 'her friends' are coming over today to play games with her! The activities are varied and tailored to her individual needs. With such a short attention span, Zoe loves the 'bubble breaks' or going outside to break up the session before transitioning to another activity.

Would you recommend Koorana to others?

What would you say to other parents who are looking for support for their child or teenager?

Having a child with a rare genetic condition and additional needs is hard enough on a parent, but ensuring you get all the right therapies and help for them leaves you with a thousand questions and doubts; Am I doing enough? Are we targeting the right things? Is this the right choice for my child?

However, after seeing the progress Zoe is making through OT and speech sessions, assures me that Koorana was the right choice for us. I wouldn't hesitate to recommend Koorana to anyone that needs additional help for their child.

Caption: Zoe and her mum working with Occupational Therapist Elissa.



Child and Family Support Services

Supported Playgroups

Koorana's 14 supported playgroups are offered to families in the Canterbury and Bankstown Local Government Area and are delivered in parks and community halls. The program is a targeted early interventive initiative for children under school age with a specific focus on babies and children under 3 years of age. The groups are staffed by qualified and experienced early childhood educators and family support workers.

Across the 2018–2019 reporting period more than 2400 children and their families attended the playgroups in a safe, fun and friendly environment. Staff provide age appropriate activities for children to play and learn. Children, parents and carers can meet, share ideas and experiences while developing supportive social networks. Information, resources and useful community links are also made available to support parents in their parenting role.

Preference for the less formal, park-based playgroups is a growing trend with families enjoying a soft entry access to supports and referrals. Families pop in and out of playgroups depending upon their needs; for example they may come to seek information or discuss concerns about their child's development.

Each playgroup is tailored to the needs of the group of families attending. During 2018–2019 our area specific specialists have been invited to various groups to provide specific information and resources on a variety of topics, such areas as oral health, road safety, the Early Childhood Early Intervention approach, the Child and Family Health Service, Housing and Centrelink. Families report that their understanding of child development has increased and that their awareness of services available in the community has equipped them with important resources to tap into services as needed.

The playgroups team have established strong professional partnerships with key community groups across their areas of operation to open access to service pathways. They continue to connect and build strong engagement with the Indigenous community, as well as new and emerging communities.

Moving forward, the playgroup team will seek new ideas and resources through increased professional development and will continue to provide flexible playgroup programs that are responsive to our ever-changing communities.

Start Strong Pathways

The Start Strong Program is a newly funded program that rolled out during the 2018–2019 reporting period. It is funded by the department of Education's Early Childhood Directorate and sits within the broader Start Strong initiative for children under formal school age.

Start Strong Pathways is designed for families who have babies and children under 3 years of age. The focus of the program is to open a pathway to enrolment into early childhood learning programs prior to formal school entry. The team provides information on the importance of early brain development in the first three years of life and provides families with practical ideas and resources to support their child's healthy development. They also provide exposure to a range of early childhood education options, including long day care, preschools, family day care and supported playgroups to help with their choices when they are ready to consider their child's enrolment.

A university-trained teacher and family worker offer short term group activities, provide information and resource displays in various locations, such as shopping centres. They also offer home visits to assist families to embed early learning play activities into their daily routines and support families on visits to early childhood education settings.

57 individual families have been involved in the new Start Strong program with referrals increasing daily. The team will use the community partnerships formed in this first year of operation to design and implement new and exciting activities in the coming year.

SIBS Group

The SIBS program is a recreationally based support group for up to 20 children aged between 7 and 12 years of age, who have a brother or sister with a disability or developmental delay. A family worker and experienced educator work collaboratively to deliver a program that helps the sibling understand and manage their feelings associated with having a sibling who has additional needs. The program combines social activities with structured feedback sessions, which enable children to learn life skills and coping mechanisms all within a relaxed, fun and safe environment. Soft touch supports are embedded in the program to assist children to understand their unique situation, form friendships with other children who share similar experiences, as well as building confidence and resilience.

A three day annual camp is run for children who attend the SIBS group and includes their brothers or sisters. Koorana therapists join the SIBS team to ensure that activities are designed in ways that facilitate the successful participation of all the children involved.

Koorana has been generously supported by Canterbury League Club and Canterbury Hurlstone Park RSL Club.

We will introduce another SIBS program into the Sutherland Shire and will continue sourcing long term funding to further our geographic reach.

20

Supporting siblings of children with a disability program (SIBS)





Capacity Building Services

> Sector Capacity Building Program

Koorana was selected to be on a panel of experts by the Department of Education's Access and Equity team to deliver the Sector Capacity Building Program.

Our Specialist Teachers are responsible for providing support to 27 community owned preschools to facilitate the natural inclusion of children with additional learning needs into their service. They provide information, practical resources, training and on the floor coaching to promote positive learning outcomes for each child.

Since the program began in 2018, the team have tailored support for each of the preschools. Individual education programs were developed, workshops delivered, and support provided to complete individual children's funding applications. Staff worked with centre directors to develop quality improvement plans and provided information about referral pathways for families to assess their child's eligibility for NDIS packages.

All of the preschools have actively engaged in the program and welcomed the support they have received. Over the coming year, the team will work collaboratively with each preschool to assess their ongoing needs and continue to develop and deliver individualised support that promotes the successful participation of all children.

> School Clinics

With initial funding from local clubs, Koorana has delivered a clinic program within schools across Canterbury and Bankstown for the last two years. The program has been well received, with some of the schools sourcing their own funding to purchase continued support beyond the life of the clubs' grant.

Our therapists work collaboratively with each school to tailor support, specific to their needs.

For each school, the work varies. For some, therapists screen children's skills development and if required connect their families to appropriate therapy providers. Others have requested training for their staff in the use of therapeutic supports in the classroom, for example for developing positive behaviour support strategies.

The school clinic initiative dovetails well with the NDIS funded therapy sessions we deliver to individual children in their school setting. Together, these activities have provided us with the opportunity to build strong collaborative partnerships within the school system.

> Canterbury Child and Family Interagency

The Department of Communities and Justice is funding Koorana to facilitate a professional network to promote collaboration across agencies providing services to children and their families in Canterbury.

The group meets monthly to share information and resources and to collaboratively plan joint initiatives.

There are 105 services on the mailing list who receive regular information and service updates. 40 of those services are represented at the meetings; they include the Department of Health, the Department of Communities and Justice, Schools as Communities, TAFE, registered providers of children's services, family support and disability support providers, community (neighbourhood) centres, multicultural services and ethnic specific community organisations.

Each member of the interagency brings specific expertise and insights enabling the group to identify community need and service gaps. The group engage in active discussion, they find consensus, seek solutions and collaboratively plan for training opportunities to support the professional growth of service providers and enhance activities to connect families to their community.

Our People

Koorana Staff as of June 2019

> **57**

**Staff
members**

13

Preschools

26

Intervention Support
& Disability Services

6

Playgroups

12

Corporate
Services



16

Early Child
Educators



12

Administration &
Management



9

Speech
Pathologists



6

Specialist
Teachers



7

Occupational
Therapists



5

Social
Workers



2

Psychologists



**Koorana's staff have an excellent reputation
for quality family centred practice.**



Governance Report

The Board of Directors

As a community owned, not for profit organisation, Koorana is run by a Board of Directors. The Board is responsible for the governance of Koorana and its outputs.

Board membership is voluntary and is made up of four executive positions (President, Vice President, Treasurer and Secretary) and non-executive positions. Board members bring with them specific professional expertise in finance, IT, property, education, human resources, law and not for profit management.

To ensure due diligence, four subcommittees have been added to the general Board structure:

- > client feedback
- > risk management
- > governance and performance
- > finance



The Board is committed to the delivery of services that are responsive to individuals specifically, and to the community generally.



Rodney Timm

President 2017 - Present

Rodney Timm joined the Koorana Board in 2016. Rodney has in excess of 30 years experience in the construction and real estate industry and has been involved in property and facilities management, valuation and development. He has provided consultancy services to both the property funds management and the corporate real estate sectors.



Sandra Angel

Secretary 2014 - Present

Sandra, Principal of Earlwood Public School, has a passion for serving the community and working together with families to ensure equality and opportunity. Her vision is that all children have access to the best possible opportunities to grow and develop to become positive contributors to society. Sandra's interest in Koorana's Board supports her commitment to fostering strong community relationships.



Sujeet Jena

Non-Executive Director 2018 - Present

Sujeet Jena is a senior finance and audit executive with career highlights from global professional services, the community sector and academia. He is a Certified Public Accountant (CPA) and a Fellow of Chartered Accountants of India. Sujeet is also the president of an Australia-wide cultural community organisation. He joined the Board in 2018.



Allan Laurie

Vice President 2017 - Present

Allan is an executive search consultant with a background in business analytics, operational performance talent identification/assessment/attraction, business development and government advisory. He consults to a group of diverse businesses in the Local, State and Commonwealth Government, infrastructure, heavy engineering, agriculture, education, health, social purpose and the cultural sectors.



Syed Ammar Hasan

Treasurer 2008 - Present

Syed Ammar Hasan came to know about the work of Koorana when his children attended one of the Supported Playgroups. Syed is the Senior Financial Accounting Manager at Toll Contract Logistics and brings with him a wealth of knowledge on best practice financial reporting. Syed has influenced Koorana's development of financial procedures. He is married with two children.



Lisa Giacomelli

Non-Executive Director 2018 - Present

Lisa brings significant commercial acumen having held senior executive positions in the 'for purpose' sector, as a business consultant and in local government – where she engaged on a professional level with Koorana. Lisa holds a Bachelor of Social Science and a Bachelor of Law, and has a particular interest in social policy and planning, organisational strategy, communications and stakeholder relations.

Treasurer's Report



Koorana has continued to consolidate its position over the past year to become a far-reaching and influential organisation.

➤ **It is with great pleasure** that I present the report on the financials of Koorana Child & Family Services Ltd, for the year ending 30th June 2019.

The result for the year has been reviewed and audited by the external auditor, Conroy Audit & Advisory.

The year 2018–19 has positioned Koorana as a very strong organisation, with sound financial performance, stability and excellence in service delivery in spite of various business challenges and a tight funding regime.

Koorana has continued to consolidate its position over the past year to become a far-reaching and influential organisation. The organisation services approximately 2,600 families through its various activities. And will continue to provide flexible and responsive services to families and children, with a deep commitment to an inclusive and holistic approach to early education, intervention and family support.

The annual report covers the financial accounts for the period ending June 30th 2019, and represents the annual transactions of all Koorana activities delivered through our sites at Croydon Street, Lakemba, Phillip Street Roselands, Cleary Avenue Belmore and Head Office at Charlotte Street Campsie.

➤ **In General**

Our consistent performance and service delivery this year would not be possible without the collaboration of our stakeholders. I would like to take this opportunity to extend my thanks to all staff, for their hard work and support; the Board, for their commitment and vision; Conroy Audit & Advisory, for their support and expert advice, and last but not least, our donors, sponsors and families, without whom our achievements would not be possible.

Koorana has consolidated its achievements in 2018–19 and we are looking forward to a successful year ahead. The accounts for the period ending 30th June 2019 are herein presented for your perusal and acceptance, duly audited by Conroy Audit & Advisory, chartered accountants.

If you have any questions about the results or would like more information on anything mentioned above, please email me via accounts@koorana.org.au.

Syed Ammar Hasan
Treasurer



Letter from the Auditor

Report on the Audit of the Financial Report Opinion

We have audited the financial report of Koorana Child and Family Services Ltd (the registered entity), which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors’ declaration.

In our opinion, the accompanying financial report of Koorana Child and Family Services Ltd has been prepared in accordance with Div 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of the registered entity’s financial position as at 30 June 2019 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Report section of our report. We are independent of the registered entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110: Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor’s Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the registered entity’s annual report for the year ended 30 June 2019, but does not include the financial report and our auditor’s report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board for the Financial Report

The directors of the registered entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the registered entity’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 the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Report

Our objectives 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 our 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, we exercise professional judgement and maintain professional scepticism throughout the audit. We 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 our 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 association’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 association’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the association 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.

We 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 we identify during our audit.

CONROY AUDIT & ADVISORY



D R Conroy
Principal
21 August 2019



Thank you

➤ *Koorana would like to thank and acknowledge its generous supporters in 2018-19, whose commitment has greatly enriched the outcomes of the families who attend our programs.*

- NSW Department of Family and Community services
 - Ageing, Disability and Home Care (ADHC)
 - Community Services NSW (FACS)
- National Disability Services (NDS)
- Department of Social Services (DSS)
- Department of Education and Communities
- Canterbury Hurlstone Park RSL
- City of Canterbury Bankstown
- Bankstown Sports Club
- Canterbury League Club
- Nick Janicaud, Occupational Therapist
- Rachelle Lewis, Occupational Therapist
- Heather Craven, Speech Pathologist
- LifeStart
- Tressillian Family Care Centers
- My Time
- CCFI Interagency Partners
- Ability Links
- Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)
- Belmore PCYC and Bankstown PCYC
- Settlement Services International (The Community Hub)
- Public Schools: Bass Hill, Chullora, Panania North, Hampden Park, Hannans Road, Campsie, Earlwood, Belmore South
- St Mel's Catholic School

And the many parents who have generously shared their skills to support specific organisational activities.





Get Involved

> Make a Donation

You can make a donation via the donate button on our website.

> Join the Board

Please send your resume to jobs@koorana.org.au or call us.

> Volunteer

A few hours of your time will not only benefit Koorana with additional resources, but also give you the personal satisfaction of knowing your contribution has helped our client families and children.

> Fundraise for Koorana

Make Koorana the recipient of funds generated by your own events and initiatives.

> Remember us in Your Will

Your bequest will ensure your support of our services continues into the future.

> Become a Partner

Koorana cherishes its relationships with all businesses who can help deliver our early education, intervention and family support programs. Support can take many forms including gifts in kind, discounted services or sponsorship.

> **Koorana guarantees that 100% of your donation will directly contribute to the provision of early education, intervention and family support.**

For more information on how you can help Koorana continue to provide important early childhood services and programs in your local community, please call the Koorana office on (02) 9750 4100 or visit our website at koorana.org.au Koorana holds endorsement as a deductible gift recipient. All donations over \$2 are tax deductible. ABN 98 173 846 132



All photos are of Koorana clients and staff, taken and printed with permission.



Koorana Child & Family Services Ltd

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Email us **enquiries@koorana.org.au**

 @koorana
 koorana.org.au

