

2020



# Koorana Child & Family Services Annual Report

*All children. All abilities. All possibilities.*



## CONTENTS

- 03 Our Vision & Mission
- 04 President's Report
- 06 CEO's Report
- 10 Tribute to Vicki Battisti
- 15 The Year in Review
- 17 Our Services
- 18 Early Childhood Education
- 23 Intervention Support and Disability Services
- 26 Our Stories
- 28 Child and Family Support Services
- 32 Capacity Building Services
- 35 Our People
- 36 Governance Report
- 38 Treasurer's Report
- 42 Letter from the Auditor
- 45 Thank You
- 46 Get Involved

### Acknowledgement of Country

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



## 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



✔ **COVID-19 has presented some unique challenges for Koorana during 2020. Koorana operations were modified to enable us to continue delivering our services as encapsulated in our mission to support All Children, All Abilities, All Possibilities.**

**Once again on behalf of the Koorana Board of Directors, staff, and stakeholders, I am pleased to present the Annual Report for Koorana Child and Family Services Ltd for the financial year ending June 2020. The COVID-19 pandemic has presented some unique challenges for Koorana during this financial year.**

However, new opportunities were also presented to our team, to reassess how we deliver many of our services. Both these challenges and opportunities have been managed excellently by the team and the Koorana operations were modified to enable us to continue delivering our services to support all children, with all abilities, to explore all of life's possibilities.

In February, we had the bittersweet occasion of farewelling our former CEO, Vicki Battisti, as she headed off for a well-deserved retirement and to embark on new horizons. Over the past 25 years, Vicki has developed our professional services and steered the growth of the organisation, leaving the Koorana team with an enormous legacy to build on. This left the Board with the difficult challenge to find a CEO who had the passion, skill, and energy to complement and build on Vicki's legacy.

Koorana has been fortunate in being able to appoint Morgan A. Fitzpatrick as our replacement CEO – bringing her own style and energy to the role as a younger generation leader. Morgan faced the enormous challenges posed by COVID-19 in less than a month of her appointment and has demonstrated superb leadership in rapidly getting to understand the details of the operations and the financial challenges facing Koorana in these circumstances. In addition, working with the team, the NDIS service model as well as other services were transformed into effective digital delivery models by embracing technology.

Morgan and the Koorana team have continued to demonstrate their service commitment to our clients, meeting their needs and goals, despite the significant challenges presented by COVID-19. In the playgroup, early intervention and education sectors, the team continues to provide unique services to the communities that we serve – providing opportunities to integrate, to learn and to have fun for the children and their families. These services continued to thrive despite the advent of COVID-19, with some services now being delivered via digital media.

By rapidly adjusting to online services, where appropriate with the cooperation of the families and team members, despite some initial concerns, the financial performance of Koorana in 2020 ended with only a small operating deficit. However, the establishment of a third preschool based on the funding granted by the NSW Department of Education and Training, continues to take significantly longer than expected because of the challenges in identifying an appropriate site, and will likely only be operational into 2021.

**At the Board level, Koorana continues to work with the executive team on a number of key initiatives including:**

- Phased implementation of the 2020-2022 Strategic Plan focused on ensuring Koorana's financial sustainability by implementing managed services growth into shoulder areas and identifying new fee-based services within our core skills which are aligned to our values;
- Restructuring and aligning the operational platform and engagement model for our therapists by blending digital and physical delivery so that the teams are able to operate with greater agility and cost-effectively deliver service and build capacity for parents in achieving planned outcomes for their children aligned to their NDIS plans;
- Continuing to enhance our governance structures, implementing new improved processes and modifying our technologies to ensure that all of our team members have the resources and tools needed to support effective service delivery including digital offerings; and
- Continuing to identify new potential Board members to complement our skills-based model to ensure that there is planned succession of those members planning to retire over the next few years.

Koorana continues to grow, with the breadth of our service delivery widening, our family and children client base continually increasing, and with excellent client satisfaction rating. With enhanced marketing initiatives, we plan to focus on growing our influence across the sector based on the great Koorana brand, by adding complementary service offerings that resonate with the children and families we serve and support our financial sustainability.

### Acknowledgements

The Board wishes to acknowledge and thank our many families who continue to choose our services and who have remained loyal to Koorana, despite the COVID-19 environment. I am grateful for the trust and support that we continue to receive from our ever-expanding community.

We also extend our thanks to the government funding bodies that support us – including the NSW Department of Communities and Justice, NSW Department of Education and Training, Department of Social Services, and the members of our local community for their support. In particular, we would like to thank the Canterbury League Club and Bankstown Sports Club who continue to support Koorana with supplemental grants to boost the services that we continue to provide.

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.

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

The successful results for Koorana, as well as the great outcomes achieved by the families and their children, would not have been possible without the tireless efforts of the Koorana team in assisting and servicing our growing loyal customer base of families and children.

With the retirement of Vicki our long-standing CEO, the Board always realised there would be challenges in finding a worthy replacement. Morgan has stepped up to the challenge and steered Koorana through a challenging time. Koorana is well-positioned to embrace growth opportunities under Morgan's guidance for the foreseeable future.

**Rodney Timm**  
President



***We are incredibly proud of the accomplishments of our team during this period of COVID-19.... the new services offered online boasted new innovations and were well received by our families.***

**I would like to join our President, Rodney Timm, in expressing my delight to be presenting our Annual Report for the year ending June 2020.**

In February 2020, I had the pleasure of joining Koorana and receiving the baton from our outgoing CEO, Vicki Battisti, who served Koorana for over 25 years. Vicki is a well-respected and much-admired leader here at Koorana. In those weeks working together, I was struck by her passion for Koorana's services and her respect and mutual admiration of our staff team. I am grateful for the inclusive, empowered, and solution-focused culture she has led here at Koorana and the strength this has enabled within the organisation over the ensuing period with COVID-19.

For Koorana, the COVID-19 public health crisis came whilst we were in the early stages of transition. The new environment created both opportunities and challenges for our organisation. Our preschools were challenged with quickly implementing new safety protocols to manage the risks of infection on site – practices which have now become standardised in our centres. Our early intervention programs and intervention services, including our NDIS services, supported playgroups, and Start Strong Pathways programs were challenged with moving to fully online services virtually overnight. This has challenged us to completely re-think our operating model, learn new skills and technologies, and find innovative ways to engage with our families and ensure continuity of support for them.

We are incredibly proud of the accomplishments of our team during this period of COVID-19. Despite the transition to online services, for the last few months of the financial year we were able to offer continuity of care for our children and families. And, the new services offered online boasted new innovations and were well received by our families. We are very excited to advise that our Koorana Online services for therapeutic supports will be an ongoing service offering at Koorana. This new service offering will enable Koorana to reach families who have barriers to accessing services for a range of reasons. And, we believe this format provides the opportunity to better engage parents in building capacity and skills in ways which are not possible in some other settings.

COVID-19 also enabled Koorana the opportunity to reflect on our operating model and assess mechanisms to ensure the ongoing sustainability of the organisation. We are enormously proud of having been able to absorb the cost of our NDIS practitioners travel to deliver services in the community. However, through this review, we identified that it would be unsustainable to continue wearing that cost. While this was a difficult decision, we are confident that by ensuring stability for the organisation, we will be better positioned to continue delivering quality therapeutic, educational, and support services to the community into the future.

**Over the last year, Koorana has also reflected more broadly on its governance and best practice. We are pleased to have progressed several key initiatives in this past financial year.**

- **People & Culture Framework** – Koorana implemented a new performance-based remuneration model in FY'20 which will enable our team the opportunity for their achievements to be recognised and rewarded in the workplace. As an expansion on this, later in the year we began the implementation of a new bonus scheme for our practitioners to enable their hard work and quality services to be recognised more fully. As a further initiative under this framework, all staff have been issued a standardised professional development budget in the upcoming financial year. We are excited about the opportunity for fairness, transparency, and equal access to professional development that this will embed within Koorana. We also are pleased to enable our staff to be up-to-date on the best practice and innovation in their work.
- **Risk Management Framework** – Koorana has taken the opportunity to review our Risk Management Framework in the past year and has begun the process of centralising and streamlining our risk management processes across the organisation. We will be following this up with the appointment of a Business Assurance role in FY'21 which will assist us to more deeply embed these systems and processes within the organisation.

- **Quality Management Systems** – Koorana has also taken the opportunity to review our quality management systems and quality assurance across the organisation. We have undertaken a thorough review of our policies and procedures in the business in the past year and will be completing further review in the next 12 months. Our aim is to streamline our systems and align these to best practice.
- **Alignment to the NDIS Quality and Safeguarding Standards (the Standards)** – Koorana has taken due care in the last 12 months to review our practices and systems to ensure compliance with the Standards. We were very pleased to be recommended for certification against the Standards in July 2020.
- **Implementation of our new Preschool Intervention Model** – Koorana has embedded an integrated intervention model in our preschool settings. This enhanced Key Worker approach has enabled greater synergy between our educational teams and intervention services and continue to steer Koorana forward as a leader in inclusive education.
- **Refreshing our branding and website** – Koorana's talented marketing team and our partners have taken steps to modernise and refresh our marketing collateral, logo and we have launched a user-friendly new website in 2020.

As we look forward to the next 12 months, our focus is on building on our existing foundations and the above initiatives. We are keen to embed new technologies that will enable greater efficiency in our work, and allow us to adapt to the future of work in a post-pandemic environment which is likely to consist of a more dispersed workforce model. We are also keen to ensure that Koorana has robust governance to enable us to succeed in our future endeavours.

I would like to take the opportunity to thank our staff, families, and partners for their support over the last year. Koorana would not be in the position it is without the contributions of our staff who have demonstrated great resilience and client focus through the pandemic. And, we also would not be here without the trust and confidence of our families. Further, our partners who continue to support us, directly and indirectly, are welcome assurances of the power of the collective in achieving best outcomes.

I would like to personally thank our Board for their support during my first few months with Koorana. Their trust, confidence, and input has allowed the organisation to not only survive, but also thrive during this period.

And I look forward to working alongside them as we look forward and build on Koorana's achievements and the legacy left by my predecessor, Vicki Battisti.

**Morgan A. Fitzpatrick**  
CEO



## TRIBUTE TO VICKI BATTISTI



**Vicki Battisti started what would become** a 25-year long career with Koorana, as a Manager on 20th March 1995. Over the coming weeks, months, and years, Vicki's passion to improve the lives of children, her drive for change, her vision for the future combined with her boundless energy and enthusiasm, would forever change the face of our small community organisation called Koorana. As our new CEO has aptly described, Vicki's story is a story of leadership and impact which will survive for generations to come.

### Changes and Growth

- › Under Vicki's stewardship Koorana experienced sustained growth in services for the communities that we support, in staff numbers and in revenue.
- › When Vicki started with Koorana in early 1995 she joined a team of six (6). When she retired in February 2020 the team has grown to over 60 staff.
- › In 2004 we employed two (2) speech pathologists; by early 2020 our team had grown to 11.
- › In 2003 Koorana supported about 320 families annually, now we support over 4000 families across all services.
- › In 2002 Koorana's preschools supported 25 with additional needs, that number has tripled to over 61 children.
- › During Vicki's tenure, our revenue has grown by nearly 386% from 2002 to 2020.
- › Under Vicki's leadership, Koorana's reach has expanded considerably to make a positive impact on the community in which we work and operate.



***I recognised Vicki as someone totally dedicated to serving the families in the community and service excellence.***

***...Her passion for children, left me feeling humble.***

**- Rodney Timm**

### Vision and Expansion

Throughout her career, Vicki promoted Koorana's ability to be a leader and advocate for children and families. Her work saw Koorana expand into various programs that support the ongoing care and development of children.

While Koorana expanded our programs, we also extended our reach geographically. We became a premier supplier of children's services in Bankstown and South West Sydney. We also extended our reach into Liverpool and Fairfield. During the last years of Vicki's tenure, she championed our reach into Miranda and the Sutherland Shire by setting up offices, relationships, and strategic alliances to facilitate growth.

Vicki saw the early potential of the NDIS and ensured that Koorana was at the forefront of these discussions from an early childhood provider perspective. She oversaw the redesign of systems and processes to ensure that Koorana thrived under the new NDIS environment. Under her leadership, we became a registered NDIS provider in 2016. We were also appointed as one of the first Early Childhood Early Interventional (ECEI) transition partners.

To prepare Koorana, we installed new client management systems and redesigned processes work in the new environment. We overhauled our financial management to adapt to the complexities of the new funding environment. We hired new staff and expanded into new offerings such as service coordination to meet the growing need under the NDIS. Vicki's vision, insight, and advocacy provided a platform for Koorana to be the successful NDIS provider that it is today.

Vicki ensured that we kept up to date with all legal and quality requirements. In 2011 she oversaw changes that saw Koorana move from the Modern State Awards to the National Modern Awards and National Employment Standards. In 2017 she also oversaw our transition from an incorporated entity to company limited by guarantee.

### Funding Growth

Over the years Vicki developed, wrote, submitted, and acquitted many of Koorana's successful grant applications. Due to her vision and leadership, we received grants for multiple programs and opportunities including, but not limited to, Ability Links, Bankstown Sports Club, Canterbury League Club, Canterbury Hurlstone Park RSL Club, Early Links, My Time, NSW Department of Family and Community Services Funding, and NSW Department of Education Funding. These have supported programs such as: Preschools, SIBs program funding (supporting children who have a sibling with a disability), School Clinics (providing therapeutic screening and services in schools), Sector Capacity Building (working with preschools to facilitate inclusion for all children), Start Strong Pathways (promoting the importance of preschool and early education), and Canterbury Child & Family Interagency (facilitating networking and collaboration across the Canterbury region).

Through her efforts, Koorana was able to run countless programs, launch informational flyers, books, DVDs, acquire new vehicles, negotiate new building leases, and of course, hire hundreds of staff and support thousands of children and their families

## Technology and Innovation

Vicki saw the role that technology would play through her career and she oversaw the introduction of many technological advances for Koorana. She oversaw the development of various websites and a new social media platform to enable us to engage with our families on e-platforms.

In 2015 we introduced the Voice of the Child model in our preschools to enable family feedback in the child's day to day routine. This was followed by StoryPark app, which allowed families to be able to see and be included in their child's education.

Clinically, she introduced the Key Worker model in 2015 which created a link between the family and the therapy team to create a streamlined care process. She also championed a mobile workforce that would deliver therapeutic services in the home or natural environment. This innovation enabled therapists to see and understand a child's behaviour triggers so that they could optimise therapeutic solutions.



***Vicki's story is a story of leadership and impact which will survive for generations to come.***

**- Morgan A. Fitzpatrick**

## Awards and Recognition

Throughout her career, Vicki promoted Koorana's ability to be a leader and advocate for children and families. Her work saw Koorana expand into various programs that support the ongoing care and development of children. Her vision and leadership were recognised not only internally, but also externally.

Under Vicki's leadership, Koorana was the recipient of the 2003 NSW Children's Week Award, which was awarded for outstanding contributions to the needs, welfare, and interests of children.

In 2005 we were also recognised for excellence in disability services when we received the Ron Rudder Community Access Award.

In Winter 2010 the Phillip Street Preschool was the subject of a special edition Rattler Magazine article outlining the spirit of diversity that Koorana embraces.

## Local and International Partnerships

Vicki would always say that "it takes a village to raise a child." She would ensure that all of 'the village' was involved by developing and cultivating various strategic partnerships and alliances to benefit children and families.

Throughout her tenure, we have had many successful relationships with various universities and colleges. In 2005 we participated in a workplace survey with Macquarie University. They rated Koorana as one of the best places to work with our staff giving Koorana ratings of 90% to 100% for satisfaction. In 2014 we contributed to a practice tool for socially isolated families with the Association of Children's Welfare Agency and the University of NSW.

In 2010 we hosted a tour of medical professionals from Vietnam to see the work that Koorana was undertaking. In 2012 we hosted speech pathologists from Vietnam via the Hoi Mai Foundation and The Trihn Foundation.

In 2013 Koorana hosted open days for service providers to be able to strengthen partnerships, collaborate on projects and facilitate partnerships in the local community.

In 2014 Koorana was appointed as the key referring agent for the ATAPS program by Medicare local to secure free psychological services for children under the age of 12.

Vicki also developed longstanding relationships with the public, private, and community sectors. She met and networked with a variety of politicians, bureaucrats, funders, clinicians, community advocates, educators, and thought leaders in the early childhood and educational arenas.

Due to her vision and passion for inclusivity in all regards, we have forged relationships with indigenous organisations such as Kinchela Boys Home Aboriginal Corporation, Dalmarri, and KARI Indigenous Support and Services.

## Legacy

Vicki's leadership of Koorana, her vision, and her passion has enabled us to make amazing strides over the past 25 years. In the words of Helen Slater, who saw Vicki join Koorana in 1994, *"Vicki always had a positive vision for what could be done for the community, families, children and staff."*

She steered us through many changes in policy direction, in government initiatives, and even though the introduction of the NDIS. Through her leadership we have grown, changed, and adapted and to meet the constantly shifting environment.

During all these changes Vicki has been a tireless advocate for children and their families. In the words of Rodney Timm, President of the Board, *"I recognised Vicki as someone totally dedicated to serving the families in the community and service excellence. ...Her passion for children, left me feeling humble and uncertain whether I would be able to adequately serve Koorana."*

Vicki put her advocacy into not only words, but actions. In the words of a staff member Patrick, *"I first met Vicki in 2002 when I was 3 years old and in Preschool. She was very kind and always smiled when she saw me... Vicki used to give me toys and a computer to play with while my Mum was in the (Board) meeting. Vicki was always kind and generous to me..."*

*Years later, I worked as a volunteer with Vicki in the Campsie Office. Vicki was always patient and made sure that I was trained and I was able to learn a lot of new skills. In 2018, I got a part time Admin Assistant job with Vicki till she retired earlier this year."*

But her greatest legacy is the relationships that she has forged during her 25-year career and beyond. Her hard work, commitment, and dedication have been experienced by staff, our Board, and our partners. But most of all, it has been felt by the children whose lives she affected - many of whom will never know that it was through her determination and passion to build a world that enabled all children, of all abilities, to have equal access to education and supports, to ensure they could reach all of life's possibilities that enabled them to thrive in life.

Vicki will be missed as a daily face around the Koorana offices, but her legacy will continue to live through the organisational foundations, services, staff team, culture, and vision she held for Koorana and its community.



**THE YEAR IN REVIEW**  
2019 – 2020

>  **4,153** Children and young people supported in > **47** Suburbs





## OUR SERVICES

➤ ***Koorana strives for an inclusive society where all children, of all abilities have complete and equal access to all possibilities.***

Koorana provides a broad range of therapeutic and educational services to 4,153 children and young people between the ages of 0-18 years and their families.

**Our services are divided into streams of service activity:**

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

Each area of our service streams support children and their families access a variety of services embedded in their local schools, communities, and homes.

Koorana strives for outcomes that are built upon a foundation of:

- complete customer focus;
- delivering evidence based best practice;
- service delivery in the natural environment;
- continuous quality improvement;
- financial sustainability;
- strong governance framework.

## Early Childhood Education

### > Preschool

Koorana's preschools are inclusive environments this means all children regardless of: gender, culture, beliefs and abilities have access to all parts of the preschool program. Our two preschools, located at Lakemba and Roselands, provide early childhood education and care to children aged 3-6 years and our services align with the National Quality and Early Years Learning Frameworks.

Over the course of this financial year, the preschools enrolled a total of 289 children into our preschools and we are proud to say that 61 of those children were in supported places. During this time, we delivered 627 NDIS funded therapy hours to children in these supported places. To support our deep commitment to the provision of opportunities that nurture individual potential, we continue to employ additional staff above regulatory requirements to embed practices that facilitate the natural participation of all children.

“

***Koorana believes that we are not only preparing children for school but helping them to develop lifelong skills.***

In the latter half of 2019, the biggest change impacting on the preschools was the introduction of a consistent intervention team in the preschool environment. This team consists of a Speech Therapist coordinating the team, another Speech Therapist, Occupational Therapist, Specialist Teacher, and a Therapy Assistant. Prior to this model, children with NDIS plans had therapists from other services as well as Koorana coming into the preschools to work on the goals with the child. The educators in the preschool aimed to learn strategies to work with each child; however, this proved difficult as there were many therapists and strategies that were not always consistent or easily understood.

Introducing consistent therapists to build relationships with educators and children has meant that there is more consistency in approach. The educators have deepened their expertise and knowledge of the therapeutic interventions and substantial outcomes have been experienced by the children. Through the consistency of having a regular team of therapists involved, all children in the preschool environment have benefited as well, even those without additional needs.

**Koorana believes that not only are we preparing children for school, but we are also helping them to develop lifelong skills. We work with each child to help lay the foundations of such skills by helping the child to learn:**

- Resilience to help the children learn to manage stress and be able to face challenges or uncomfortable situations.
- Self-regulation to help children learn to understand, name, and manage emotions.
- Skills to support children to develop their self-help skills and independence.
- Confidence to role model positive social interactions and the ability to make friends as they play together in small groups.
- Self-expression to let children know that they can be self-expressive.
- Sharing and turn-taking to support the children as they learn about fairness.
- Routines and boundaries to role model what is acceptable behaviour and support children in a positive manner as they learn about boundaries.
- Group settings to support children learn about collaboration and problem-solving in a group.
- Inclusion to learn that we are all different, that our differences make us unique and are a cause for celebration.

**In the last year, we have remained committed to a diverse and inclusive educational program. Some of the educational highlights were:**

- Dental Health Week, which saw dental checkups and treatments undertaken, which focused on the importance of dental health.
- Embedding indigenous recognition by participating in reconciliation week and in an Aboriginal Smoke Ceremony, which recognized and celebrated the place of Australia's first peoples.
- Exploring the importance of words by participating in the MS Readathon and in ALIA (Australian Library and Information Association) National Simultaneous StoryTime.
- Good nutrition was discussed during Food Allergy Week and National Nutrition Week.
- Science Week and Space Week was a chance to explore space and science through fun activities.
- We continued to embrace sustainability by celebrating National Tree Day and introducing a range of environmentally aware concepts such as recycling and exploring nature at the "Snail Table"!





➤ 2020 began in a similar way to every other year in Koorana as we looked forward to new opportunities working with children and families and under the guidance of a new CEO. We rapidly learned that the year would be significantly different with the news of COVID-19 spreading rapidly around the world.

By early March most of the Koorana staff were transitioned to a working from home environment with the exception being our Preschools which continued to operate as essential services. Preschool families were supported by fee assistance from the NSW Department of Education and Training. This enabled children to attend preschool for free for terms 2 and 3, and this was extended recently to term 4.

We were able to implement a range of COVID-19 policies and procedures to ensure parents could drop off and pick up their children in a safe manner, as well as, ensure the safety of staff and children at each preschool. As the infection rates have risen and fallen over the last months, the centre staff have been able to adjust the practices within our COVID-19 framework to ensure the ongoing safety of all.

Although initially at the beginning of the pandemic, attendance numbers were low, the COVID-19 safe practices and the fee relief has meant that the numbers of children attending stabilised by the end of the financial year.

➤ **Looking Forward**

Looking forward, Koorana is focussed on expanding its preschool footprint through an additional preschool site. This has been delayed due to COVID-19 and unforeseen challenges with the identified site. We hope that 2021 will bring the launch of a new preschool for Koorana and an opportunity to offer inclusive early childhood education experiences within more of our community.





## Intervention and Disability Support

➤ **Client Access to our Intervention Services**  
Koorana's Intake and Client Access team offer a no-cost pathway into service access. We employ specialist teachers with a deep understanding of early intervention, NDIS 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 within Koorana.

The Client Access team met hundreds of families in the local community and delivered nearly 550 hours of support last year, to help a family through the NDIS process for the first time or to assist with an ongoing NDIS plan.

While the planning process in the NDIS helps a family develop goals for a child with additional needs, the Koorana Client Access team member helps each family break these broad goals down into manageable components and identify which therapists will be best suited to meet their needs. They will also be assisted to determine how many sessions of each type of therapy and assistance can be provided during the funded period.

Accessing intervention can be a complex, confusing, and daunting process. Koorana's approach is designed to support the family, while also build the family's understanding of 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 supports families when plans are changed or if additional support is needed during transition periods, such as starting or leaving school.

**“Koorana works with each family to tailor individual supports, that will maximise their child's ability to reach their potential, now and into the future.”**



### › Intervention and Service Delivery

Koorana employs a wide range of highly qualified, experienced, and 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. Last year our team supported 919 NDIS packages and there were nearly 15,000 client services and contacts.

Our team provide a range of supports that are family-focused, while using evidenced-based best practice to ensure the best outcomes for your child and family. Our team of specialist teachers, speech and occupational therapists, physiotherapists, and psychologists employ the latest research-based practices and discipline-specific trends. Koorana works with each family to tailor individual supports, that will maximise their child's ability to reach their potential, now and into the future.

Each therapeutic area is led by experienced discipline-specific leaders, who guide and support their team. They provide feedback, support, regular clinical supervision, professional development, and opportunities for collaboration with other teams. Koorana is an experienced provider of working within culturally, linguistically, and geographically diverse communities. We have a successful history of reading and adjusting service provision to meet the ever-changing needs of communities within shifting economic and social landscapes.

COVID-19 has a major impact on the way that Koorana was able to continue to support children and their families in the community. Due to the vulnerability of our client group, Koorana's allied health practitioners transitioned to work-at-home arrangements early during COVID-19 to minimise the risk of cross-infection between staff and the community.

During the COVID-19 pandemic we were able to move our therapeutic services quickly and efficiently to a new online service platform called Koorana Online. Koorana Online therapy sessions were structured with the parent/child interacting on one end and a therapist on the other. The sessions focused on coaching and guiding the parent to conduct the session, thereby developing skills and capabilities.

For child who has low immunity or who is medically-fragile, Koorana Online has proven to be a great addition to our service offerings. For example, we see a three-year-old boy who has Down Syndrome. The family has chosen to continue with Koorana Online, because of his low immune system. He receives fortnightly occupational and speech therapy as well as monthly specialist teacher input, all in an online format.

His mum has really taken ownership of therapy; when his sessions are scheduled, she has all his resources out and ready to go. She has taken our ideas and expanded on them in each session, so that it is even more tailored for her son. The child has shown great progress in speech, attention, play skills, gross motor skills and fine motor skills. Koorana Online is working really well and there are no signs of needing to switch back to face-to-face as yet, which demonstrates how effective telehealth is even in complex scenarios. Mum said, "telehealth is easy, so I always participate in the sessions anyway so its natural."

Activity packs were developed for some families who found the technology challenging or preferred this mode of therapy. The practitioner would prescribe a set of activities for the parent to lead with their child independently. Follow up coaching and support was offered to tailor ongoing therapies and activity packs.

We continue to encourage families to think about opportunities to promote their child's learning potential, even during the challenges of lockdown. Our team continues to be flexible in their approach and will deliver sessions in the best way that meets individual needs and promote positive outcomes.

Whilst the transition to the new service offerings was met with initial reluctance or concern, it has demonstrated the great resilience of our families and practitioners. Both therapists and families reported positive outcomes from these new offerings and the number of clients seen during this period grew. Many parents who were not otherwise involved in therapy due to the timing being during school hours, were able to participate in the therapy sessions. Families reported learning new skills and strategies for therapeutic intervention and support for their children.

During the height of the pandemic, we were able to see the vast majority of clients via these new service offerings, and while some clients since have reverted back to face-to-face supports, many families have chosen to continue Koorana Online for their therapeutic supports.

As a result of the pandemic, we have been able to build the capacity of both staff and families to deliver and receive therapy through these different modes. As we continue be challenged by the COVID-19 pandemic, Koorana looks forward with confidence that we can continue to meet the needs of our families through the anticipated ups and downs of infection rates and precautions.

## OUR STORIES

### Meet Natalie\*

*How long has Natalie\* and your family been involved with Koorana and how did you first hear about us?*

Our Family has been involved Koorana for two (2) years. We were first referred by our GP to get additional supports from Koorana. They helped us apply for NDIS funding so that we could get the early intervention support, as well as a supported preschool place for Natalie.

*What services, programs or community supports does Natalie access through Koorana?*

Natalie accesses occupational therapy, speech therapy, and the support of a specialist teacher to assist her when she is at the Koorana Preschool.

*As a parent what do you think of the new Koorana therapeutic preschool model?*

Initially, Natalie was not able to get a preschool placement. Natalie was supported by Koorana's community team, and during that time, we tried to get support from four (4) different childcare centres, but they were unable to support Natalie.

It was such a frustrating process. As a mum, all I wanted was for Natalie to be safe. She wouldn't eat or be able to do anything in the other centres. She would just sit and do nothing all day. She got bored, angry and frustrated; when we tried to take her to the centres she wouldn't go.

Then Natalie got a preschool position with Koorana, and I was so happy! She is getting the care that she needs, and it is all in one place. I knew I could close my eyes and she would be fine. At the Koorana Preschool she eats, she has friends, she is so happy to go there, she loves Koorana!

*Have you noticed any improvements in Natalie since she started coming to preschool with Koorana? If yes what have they been?*

Yes, we have seen so many improvements in Natalie. Before it was hard for Natalie to tell people at preschool what she wanted or needed. But now she can communicate by herself using her LAMP device, so she can tell teachers and staff what she wants and needs. Natalie is now participating in the preschool routines with minimal support.

She is showing increasing functional play skills and improved work behaviours, such as participating in mealtimes with other children and she will now use utensils to feed herself.

*Have you noticed any improvements in Natalie since she started receiving occupational therapy or speech therapy with Koorana? If yes, what have they been?*

Koorana has made such a difference to Natalie; for example before Natalie was not able to talk, and now she can. She now communicates verbally using more than 25 words. She is also building her recognition and memory skills through matching games. She can even trace her name using a pencil and paper!

Natalie is also showing an increased interest in people around her, including other children, educators, and clinicians. She is much more engaged, and she will look at everyone and smile at those around her. When Natalie first came to the preschool she found it hard to leave her Mum. She would cry and hold onto her mother, not wanting to let go. Now after working with the educators and therapists at Koorana she is happy to leave her Mum at the gate and start her day.

**“  
When Natalie got a preschool position with Koorana, I was so happy! I knew I could close my eyes and she would be fine with Koorana.**

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

Initially, I was overwhelmed and frustrated because I thought Natalie was never going to improve. I used to cry every day because I thought that she was never going to be able to talk.

Now I am so proud. She can talk, she can feed herself, and she is interacting with others. It makes me so, so happy!

*Would you recommend Koorana to others?*

Yes! Absolutely. They have made such a difference to Natalie and to our family. I recommend Koorana to anyone that needs support for their child, or that wants to send their child to a wonderful preschool.

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

Having a child that needs additional support can be hard for everyone and sometimes you need someone to understand and help. Koorana made such a difference helping us get the support that we needed for Natalie.

\* Name changed for the protection of the child.



## Child and Family Support Services

### Supported Playgroups

Koorana delivers 14 supported playgroups that are run each week in venues and parks across the Canterbury and Bankstown regions, funded by the NSW Department of Communities and Justice. Up to mid-March, 2883 children attending playgroups before COVID-19 forced all playgroups to cease until further notice.

Each playgroup group is supported by an Educator and a Family Worker. This model enables us to connect with many families and children across a week and offer a diverse skillset of supports. The Family Workers and Educators model early connections and assist families with any concerns they may have in their lives, or developmentally for their children. Over a process of relationship building each week, issues are identified and shared so that support can be provided. Relationships develop between families and children too, breaking down the isolation experienced by many families – especially newly arrived families, away from their families of origin.

The Targeted Early Intervention Reform from the NSW Department of Communities and Justice has had implications for the supported playgroups. As well as targeting vulnerable families in the community (for example, Aboriginal and Torres Strait Islander families, refugee families) the reform brings a focus on the 0-3 age group. Koorana playgroups have traditionally been recognised and accessed by preschool-aged children so the challenge is to create an environment welcoming to babies and toddlers as well to share the importance of early connections on the developing brain, as early as possible. A babies group has begun in 2020 to support families with babies and toddlers. Due to COVID-19, the group meets online weekly. In time, as safety precautions allow, we will be transitioning to face-to-face playgroups again in the next financial year.

Delivering these activities in a COVID-19 environment was impossible due to the public nature of the events. We are proud that our team developed a variety of creative ways to continue to meet the needs of the families within these communities.

The team developed a closed Facebook group to share activities and ideas for families isolating at home with young children. Since April we have seen 138 families join, and become regular participants on our Facebook page! Our online activities included book readings, songs, dance, and exercise at home, which encouraged physical activities for children, as many were isolating at home and not accessing park environments.

For families who were unable to access online services, we worked with Canterbury Council to make and distribute educational activity packs for families to be used at home. These activity packs enabled families to create play opportunities at home with their children. We worked with Canterbury Council to deliver 1600 activity packs to families in our local community.

The Koorana team also hosted real-time online playgroups with activities to inspire and support families at home. This enabled families to enjoy the same playgroup fun but from the security and safety of their homes. Each virtual playgroup includes creating an activity using items that families would have at home - e.g., story time, a music session or modelling a morning tea snack. Because these were live and interactive sessions children and parents could participate fully and ask any questions or make comments.

In addition to these initiatives, the playgroup team have continued to connect with referral groups, contact new families interested in playgroups, and offer to connect with families one-on-one in local settings, while following the social distancing guidelines.

We are working with our partners and peak bodies to find a way to return to face-to-face venues in a way which is safe, and aligns with the government COVID-19 guidelines for the new financial year.



➤ **Start Strong Pathways**

The Start Strong Pathways Program is a government-funded program that aims to provide educational supports for young children prior to preschool enrolment, supports pathways to preschools, and help promote the importance of early childhood education to parents.

Start Strong Pathways is designed for families who have babies and children under 5 years of age, but with a focus on 0 to 3 years of age. Prior to COVID-19 the team were extremely active in the community running parenting workshops, playgroups, information sessions, and visiting families in their home. During our second year of the program we have consistently been in contact with approximately 96 families in the community, which is nearly a 70% increase on last year.

Due to COVID-19 we were unable to run our normal programs, so we adopted new strategies including weekly SMS text messages, to provide information and resources to parents on a variety of topics to help them during lockdown. These resources included information about developmental milestones, strategies on behaviour management, and tips on managing challenging behaviours.

*As this was so successful with our families we started a Facebook page and developed online courses to ensure that we could maintain contact, and provide support, to families in the local community.*



➤ **SIBS Group**

Koorana has been running a SIBs program for many years to support the siblings who have a brother or sister with a disability. The program is designed for children who are aged between 7 and 12 years, and this year 21 children have participated in the program.

The SIBs program is a recreationally based program, that 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.

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.

During 2019 we ran a variety of activities such as excursions to the beach and the Circus, Lasor Tag, guided art workshops, and making a gingerbread house workshop, which attracted between 9 to 18 children.

In 2020 the SIBs team had revitalised the traditional face-to-face program to incorporate new skills-based experiences such as partnership with Canterbury League Club to learn cooking from a chef in a commercial kitchen. However, due to COVID-19 we were unable to continue to with this program.

Online meeting tools were used to connect with the SIBs group while they were not able to meet in person. This has enabled children to stay connected and positively-engaged using online games and other activities in the COVID-19 period.

We worked with Canterbury League Club, who continue to support us by generously funding the development and launch of our first SIBs online program. We are working with partners such a Breakthru and Microsoft Pty Ltd, to provide new online content for the SIBs program.

We have also developed a strategic partnership with the University of NSW, to research past SIBs programs and review what is needed for future SIBs programs, to ensure that we reach our aims of supporting children who have a sibling with a disability to learn lifelong coping skills. The research will commence next year.

**“** *Koorana has developed longstanding networks and relationships in the community to provide early educational pathways and opportunities for all children.*

## Capacity Building Services

### > Sector Capacity Building Program

Koorana employs two (2) specialist teachers who provide support, resources, and training for 27 community-owned preschools to enable the inclusion of children with additional learning needs into their preschools. Our specialist teachers work with each school to meet their individual needs so that they have practical resources and on-the-floor coaching to promote positive learning outcomes for each child.

During COVID-19 we have utilised Facebook, online meeting formats and a variety of other technologies to remain connected and to encourage networking between the preschools that we support. This initiative has been highly successful with our closed Facebook page reaching 50 connections!

We have run a variety of specifically tailored training programs based on requests from each of our preschools. We have also engaged speech therapists and occupational therapists to provide practical advice for educators supporting children with additional needs. The sector capacity team have participated in or attended 646 events, to promote inclusion in the community.

As we are in the second year of the program, we have been able to reconnect with the teams in each preschool, and celebrate their successes, revising tailored supports where required and planning for the year ahead.

### > Canterbury Child and Family Interagency

CCFI is a project funded by the NSW Department of Communities and Justice. Its aim is to facilitate professional networking, knowledge-sharing and to promote interagency collaboration across the Canterbury region. This interagency collaboration ensures that outcomes are improved and coordinated so that all children have equal access to services in the Canterbury region.

This year we have achieved a significant increase (50%) in CCFI group membership with nearly 160 workers on the group mailing list. Over 80 local child and family workers from 43 services participated in regular interagency meetings, training, and a variety of collaborative projects.

The services that are represented at the CCFI include health, education, Council, child and family services, disability support, community neighbourhood centres, multicultural services and ethnic community organisations.

Due to COVID-19, we postponed many community engagement activities such as Playgroups in the Park and Paint the Town REaD. However, we were able to proceed with some CCFI projects such as promoting early childhood health check, supporting grandparents, assisting and advocating for families with financial difficulties, improving community literacy, as well as sector building projects such as Children's Services Seminar in partnerships with neighbouring child and family interagencies.

Overall, the team at Koorana has risen to the challenge presented by the COVID-19 pandemic and excelled in many ways. In many areas, the engagement with families has improved both in quality and quantity and there are aspects of service delivery developed which we will be able to continue in the future.

### > School Clinics

Koorana's therapists work in schools to develop an individually tailored program to meet the school's specific educational and community needs.

Due to funding from local clubs, Koorana was able to introduce school clinics in the local community. The program has been so well-received, that we now support schools as far away as Narellan, who have sourced their own funding to purchase continued supports.

During COVID-19 the school clinics remained operational due to the hard work of each school and Koorana staff to implement all screening and sanitising procedures to ensure that all students, staff and therapists remained safe.

Therapists provided in-services and worked with teachers to recognise challenging behaviours arising from stress or confusion around school and study. By working with students to recognise and manage their emotions, teachers reported improvements with some students in overall emotional regulation, engagement and mood. The teachers requested additional resources from the therapist to further support them in implementing emotional regulation strategies.

The schools which host a Koorana School Clinic are Earlwood Public School, Hampden Public School and Narellan Public School.

“

***Koorana supports the opportunity of inclusion for all children by training the next generation of educational providers from preschool via capacity building, through to high school by the development of school clinics.***





## OUR PEOPLE

Koorana Staff as of June 2020

> **78**

**Staff members**

**20**

Preschools

**26**

Intervention Support & Disability Services

**6**

Playgroups

**21**

Corporate Services



**19**

Early Child Educators



**13**

Administration & Management



**10**

Speech Pathologists



**8**

Occupational Therapists



**6**

Specialist Teachers



**6**

Social Workers



**6**

Casual Workers



**Koorana is committed to the opportunity for development of all of our staff to reach their full potential.**

## 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



***Koorana's Board is comprised of uniquely placed and talented individuals that are committed to vision of inclusion and equal participation for all children.***



#### 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.



#### 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



**Our organisation galvanizes strong community engagement and has been able to demonstrate high standards of service deliverables, which will remain the focus on the journey to the safe, efficient, and prosperous future that lies beyond the COVID-19 pandemic.**

**It is my extreme privilege to deliver the report on the financials of Koorana Child & Family Services Ltd, for the year ending 30th June 2020.**

The result for the year has been audited and signed off by the external auditor – Conroy Audit & Advisory on 28th September 2020.

Over the period, Koorana has proven to be a resilient and strong organization in terms of their financial performance, sustainability, and excellence in service delivery, despite various internal and external challenges.

Our organisation galvanizes strong community engagement and has been able to demonstrate high standards of service deliverables, which will remain the focus on the journey to the safe, efficient, and prosperous future that lies beyond the COVID-19 pandemic.

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

Koorana services approximately 4,153 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.

This report covers the financial accounts for the period ending 30th June 2020 which represents the annual transactions of all Koorana activities delivered through our five sites located at Croydon Street-Lakemba, Phillip Street-Roselands, Charlotte Street-Campsie, Gibbs Street-Miranda, and Cleary Avenue-Belmore.

### Cash flow

As of 30th June 2020, Koorana held cash of \$1,097,588 compared to the same period last year of \$796,908.

### Equity

As of 30th June 2020, Koorana retain equity balance of \$2,240,199 compared to the same period last year of \$1,900,585.

### In General

I would like to extend my sincere thanks to all: the hard-working staff for their continuous dedication and tremendous work, the Board for their commitment and leadership, David Conroy, Auditor's for continuous support and expert advices and finally, our donors, sponsors and families for their continued support

The accounts for the period ending 30th June 2020 are herein presented for your perusal, 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 contact myself or Morgan A. Fitzpatrick, CEO, or send us email at [accounts@koorana.org.au](mailto:accounts@koorana.org.au).

**Syed Ammar Hasan**  
Treasurer

### Year to year performance, 2011 to 2020



### 2020 Financial Highlights

In '000

**\$5,518** Revenue from Ordinary Activities

**\$4,576** Employee Benefits Expenses

**\$66** Depreciation & Amortisation Expenses

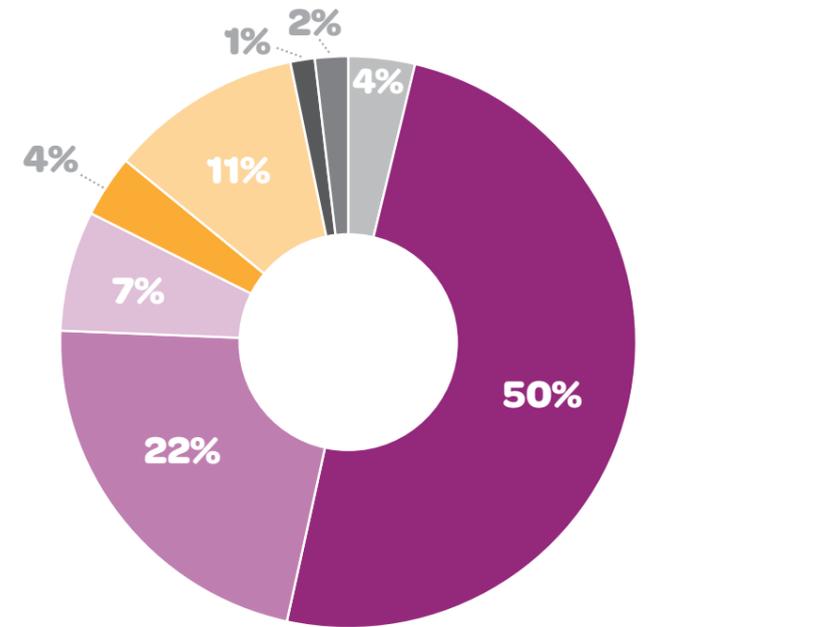
**\$391** Other Expenses from Ordinary Activities

TREASURER'S REPORT  
Income

Overall Income Comparison

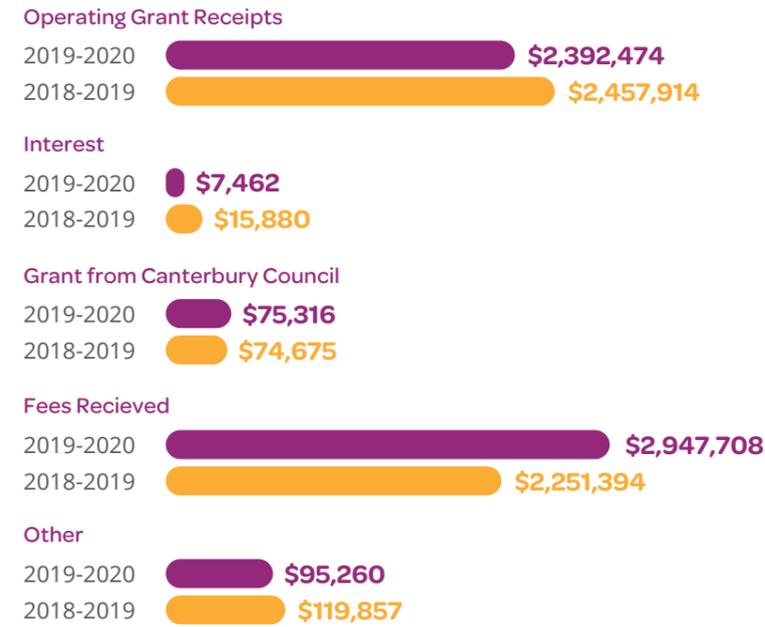


Funding Sources Breakdown



- NDIS
- Government Grants - DET
- Government Grants - DET - DIP
- Government Grants - DET - SCBP
- Government Grants - Community Services
- Council Subsidies
- Fees Received
- Other Misc

Summary Income Sources Comparison

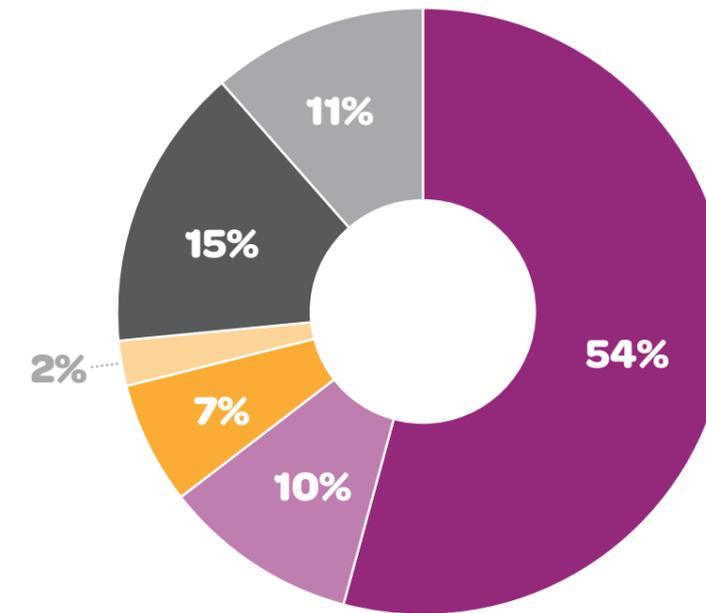


TREASURER'S REPORT  
Expenses

Overall Expenses Comparison

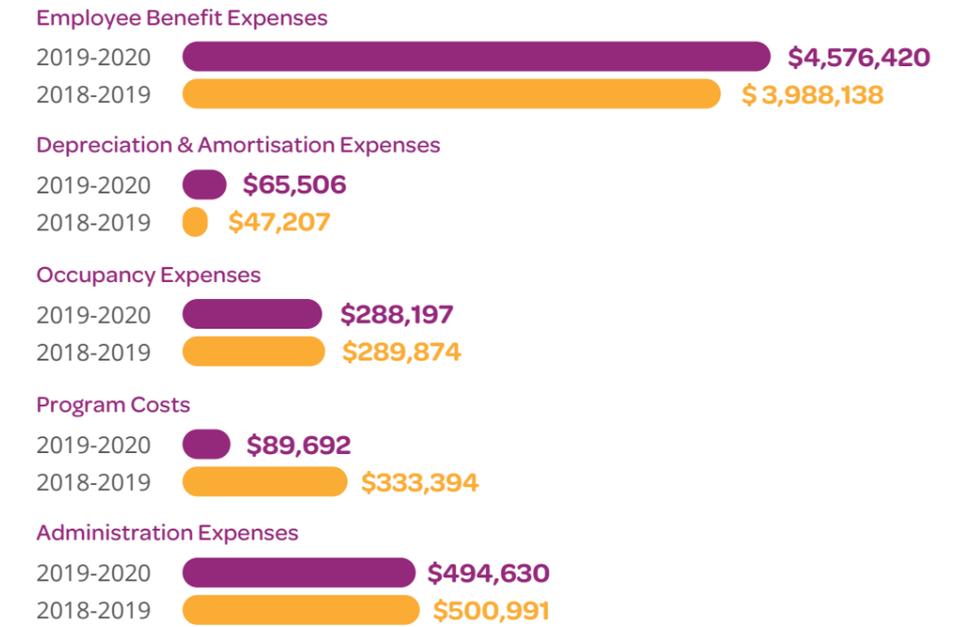


Services Expenses Breakdown



- Intervention Support & Disability
- Supported Playgroups
- Community Support
- Koorana Head Office
- Preschool-Phillips St
- Preschool-Croydon St

Summary Expenses Services Comparison



## 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 2020, the statement of profit or loss and other 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 2020 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 2020, 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  
28 September 2020





## THANK YOU

**> Koorana would like to sincerely thank and acknowledge our generous partners and supporters. Your continued support of our work has enabled Koorana to support children and families through what has been an extremely challenging year.**

- > NSW Department of Communities & Justice (DOCJ)
- > National Disability Services (NDS)
- > Department of Social Services (DSS)
- > NSW Department of Education and Training (DET)
- > Canterbury City Council
- > Canterbury Hurlstone Park RSL
- > City of Canterbury Bankstown
- > Bankstown Sports Club
- > Canterbury League Club
- > Breakthru
- > Microsoft Pty Ltd
- > Western Sydney University
- > University of New South Wales
- > Nick Janicaud, Occupational Therapist
- > John Brecht, Consultant
- > LifeStart
- > EACH
- > CCFI Interagency Partners
- > Belmore PCYC and Bankstown PCYC
- > Public Schools: Bass Hill, Chullora, Panania North, Hampden Park, Hannans Road, Campsie, Earlwood, Belmore South, Narellen and Yandelora
- > Belmore South St Mel's Catholic School

We would also like to thank the many parents, families and carers who have generously shared their skills to support our organisational activities.

## GET INVOLVED

If you would like to support the important work that Koorana does there are many ways to get involved.

### ➤ Make a Donation

A small donation can make the difference in a child's life by giving access to much needed therapies. Please give via the donate button on our website at [www.koorana.org.au](http://www.koorana.org.au)

### ➤ Join the Board

If you would like to use your expertise to make a difference by volunteering on our Board please send your resume to [jobs@koorana.org.au](mailto:jobs@koorana.org.au) or call us.

### ➤ Volunteer

By volunteering a few hours of your time you can help to support your local community and make the world a more inclusive place for all children. Call us now to discover a world of possibility.

### ➤ Fundraise for Koorana

Fundraising is a great way to support children in your local community, while having fun and meeting people. Talk to Koorana about fundraising initiatives such as an fun social event or a fundraising page that can support children in need.

### ➤ Remember us in Your Will

A gift to Koorana in your Will means that your generosity will be remembered and live on. Talk to us about how you would like your generous gift to be remembered.

### ➤ Become a Partner

Koorana believes that working in partnership with businesses, the community and government can provide educational, therapeutic and family support for all children. Partnering with Koorana can help improve staff engagement, boost morale, and support the community. Talk to us about how partnering with Koorana can help you.

### ➤ 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 8321 9600 or visit our website at [koorana.org.au](http://koorana.org.au)

Koorana holds endorsement as a deductible gift recipient. All donations over \$2 are tax deductible.

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

All photos have been taken by Good Thanks Media.





**Koorana Child & Family Services Ltd**

4/37 Charlotte Street, Campsie NSW 2194  
PO Box 403, Belmore NSW 2192

Call us **02 8321 9600**  
Email us **enquiries@koorana.org.au**

 @koorana  
 koorana.org.au

