



2015-16 Annual Report



Koorana
40 years
of service



All children, All abilities, All possibilities

2015–16

Annual Report

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About Koorana

For over forty years Koorana's expert staff have championed all children by providing diverse, individualised and inclusive child and family support services, giving families the skills and support they need to raise their children and helping families build support networks within their local community.

Since our inception a strong sense of community ownership has encouraged us to hold our core values while implementing industry best practice to see children of all abilities happily and confidently learn, make friends and reach all possibilities in truly inclusive environments.

Our dedicated staff have a wealth of experience supporting families with children who have additional learning needs, seamlessly transition into the wider community through our naturally inclusive approach to education and learning.

Our strong roots, embedded in local communities, have supported Koorana's ability to adapt in new communities and areas. From humble beginnings in Canterbury, Koorana has grown its services across the South West and Inner West areas of Sydney while always maintaining a key focus on inclusive education.

At Koorana we truly believe in getting to know the nature of the communities we work in so that we can connect families with support networks within their local community, we provide flexible and affordable services to families, with all profits dedicated to providing further support and community access for diverse and isolated families.

40
years



Our aim is to ensure we support families and their children to discover possibilities and opportunities to continue their journey through life with a positive sense of self, acceptance of difference and true inclusion.



Mission, Vision, & Core Values

Our Mission is to provide learning opportunities to all children of all abilities and their families in a caring environment

Our Vision is that children and their families, through ongoing learning, have supportive connections, discover possibilities and participate to their full potential in all aspects of family and community life

OUR CORE VALUES are

- Self determination
- Access and equity
- Mutual respect
- Collaboration
- Ethics and integrity

OUR PRACTICE will be driven by

- ✓ Quality Management procedures
- ✓ Evidence based Best Practice
- ✓ A focus on Family Centered Principles
- ✓ A commitment to fostering natural community inclusion



President's Report

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 Inc. for the 2015–16 financial year.

This year has been a major turning point in the evolution of Koorana due to the growth we have experienced, and the eventual commencement of the Nation Disability Insurance Scheme (NDIS).

June 2016 brought us to the end of the previous strategic plan, and work commenced earlier in the calendar year to develop the next strategic plan that takes us to 2019. As with all strategic plans however, nothing is ever really “done” as we continue to strive for the very best and place further goals to extend and enhance the reach and quality of Koorana’s services.

Within the previous plan, Koorana implemented a total quality framework which achieved accreditation through an external verification process, conducted by registered auditors. We expanded the reach of our services with an

additional \$1.5m with the majority being delivered within the South West Sydney region, thus extending Koorana’s footprint.

Significant changes were made with restructuring the organisation to better prepare for the rollout of the NDIS as well as ensuring appropriate support for growth in human resources. We also saw major changes through the rolling out of cutting edge technology by moving services into the cloud for our new client management system, and the introduction of mobility devices, together with Microsoft Office365, so as to provide better tools for staff on the move.

Moving forwards, Koorana is gaining momentum with the NDIS rollout, with families already transitioning to their packages across the South West Sydney region. Preparations are underway for the Inner West Sydney region to follow in July 2017.

We have been actively increasing the Board capacity through key recruitment of new members to add additional skills, a fresh view, and help solidify the Board governance processes. Moving forward into the 2016 – 2017 reporting year, Rodney Timm and Allan Laurie will join us as Board appointed directors.

There are plenty of growth and service improvement opportunities to come, and Koorana, as ever, is continuing to implement a best practice approach to service delivery to all children of all abilities, providing all possibilities!

Acknowledgements

As Koorana is a community owned organisation, it is impossible to operate without the amazing support of many people. Firstly, I would like to acknowledge the government funding bodies that



40 years



Koorana's Croydon Street Preschool was assessed in April and we were very proud when they received a rating of "Exceeding Quality Standards" – Vicki, CEO

provide us with the principal funds used to deliver services. Additionally, we are thankful to the members of our local community for their support, and in particular, Canterbury Hurlstone Park RSL, Canterbury Leagues and Bankstown Sports Clubs who continue to be valued sponsors and provide Koorana with supplemental grants that enhance Koorana services.

I would like to personally thank each and every member of the Board for the time and effort they donate to Koorana and in turn the community.

Special Acknowledgement

I would also like to take the opportunity to recognise one of our longest attending directors, Hilda Eid, who has decided to step down from the Koorana Board of Directors at this AGM, after serving with us for fourteen years. Hilda has brought an amazing amount of vigorous activity, progress and support to the board. Her contribution has been invaluable, serving in various capacities including President for a number of years. On behalf of Koorana and the entire community, we wish Hilda the very best in her future. She'll be sorely missed.

Conclusion

In closing, please join me in acknowledging our auditors, Bryan Rush and Co, our external partners who help to deliver management services and direct delivery to our families, and the Koorana management team led by Vicki Battisti, our CEO. Finally thank you to each and every member of staff at Koorana who continue to provide a top class service to the community.

Khurram Mahmood
President



CEO's Report

It's with great pleasure that I report on what has been a fabulous year. 2015 – 2016 marked the successful completion of our two-year strategic plan, opening the door to the next planning phase, completing our five-year business vision.

Much work has been carried out to reinforce Koorana's infrastructure. Effective systems and processes, improved communication and marketing strategies, a strong management structure and important stakeholder engagement have all been put in place to ensure that our business health is well positioned for long term sustainability.

The key areas of activity have been:

- **Improving our quality management framework**

We've updated policies and procedures to reflect responsive service provision and have developed processes within both operational and business systems that are clear and transparent. The management structure has been adjusted to include both executive and senior management

layers to guide the new directions in service delivery and to provide appropriate staff support. Koorana's financial framework has also been further developed to meet the challenges that lie ahead as we move toward a changed financial environment.

- **Information management and technology**

To support the expectations of a new working environment under the National Disability Insurance Scheme (NDIS), and with a significant financial contribution from Canterbury/Hurlstone Park RSL, we have implemented a sophisticated client management system (CMS). The system will provide us with accurate data to inform our evaluation and planning processes. It will also ensure that all information and client records are secure and in line with best practice principles.

All children, All abilities, All possibilities



To support the mobile nature of work carried out by staff, we've provided each practitioner with updated technology and software, giving them instant connectivity wherever they are and the ability to share their information, support and resource each other remotely.

- **Communication and marketing strategies**

A concentrated marketing plan has been developed and implemented, ensuring a positive presence at expos, forums and network meetings. A refreshed and continually updated website, complete with translations of key information and daily activity on social media platforms continues to lift our profile to a broader audience.

Recognising that our front line service practitioners are our key marketers, we've equipped them with the resources needed as Koorana representatives and to effectively promote what they do.

Support from Canterbury League Club enabled us to translate our new brochures and fact sheets into key community languages, along with the provision of interpreter services to enhance families' partnership with us through the planning of their child's program.

- **Partnerships**

We've built solid networks and formed collaborative partnerships that will inevitably help us explore a broad range of interesting opportunities as we continue to improve our practices and grow our services.

Of particular note has been our work with Ageing, Disability and Home Care's (ADHC) clinical practice team. At a time when ADHC is withdrawing from direct service delivery, our increased clinical skills and development of a professional behaviour support framework has enhanced our capacity to respond to a wider range of age groups and provide intensive support for families with diverse needs.

Our active participation on key committees and reference groups to develop best practice frameworks has been of significant importance and has positioned us well within major community networks.

What a fabulous experience the playgroup has been for Abbas and how helpful the staff have been for me – Wafa

- **Service Delivery**

All early childhood education centres are required to be assessed and rated against the Early Years Learning Framework. Koorana's Croydon Street Preschool was assessed in April and we were very proud when they received a rating of "Exceeding Quality Standards". We look forward to Phillip Street Preschool's opportunity to showcase their work in the coming months.

Our 14 Supported Playgroups successfully engage 600 – 700 families each year. Depending on the local demographic and family preference, playgroups are delivered in community halls and local parks across the Canterbury and Bankstown LGAs. Each playgroup is staffed by an early childhood educator and family support worker who focus on providing, age appropriate play activities to children under school age, parenting information and support and links to social and community supports. We're grateful to both Canterbury/Hurlstone Park RSL and Bankstown Sports Club who each provided us with the financial resources to replace our ageing play vans.

Our recent growth in funding has resulted in not only expansion across broader geographical areas, but has increased our service to school aged children. Providing therapy and skill development to children up to the age of 15 years has presented us with new and exciting opportunities as we work closely with families, schools and recreational programs to achieve the best possible outcomes for children's learning and development.



The NDIS and Koorana

A lot of our focus has been on ensuring that we're ready to deliver services in an NDIS environment. We are not a disability specific service but we do provide education, therapy and support to families who have a child with a disability. However, the financial aspect of the NDIS is different to the way organisations such as Koorana have been funded in the past. To date we've received our funding in blocks and in advance. Under the scheme we'll move to retrospective billing for our disability specific services. This of course presents challenges, particularly in terms of cash flow. Given more than half of Koorana's funding will be affected, we've had to think differently and shape our business differently. The work we've carried out has been worthwhile. It has secured our foundations and strengthened our position as a child and family service. We now have the capacity to respond to community need and grow not only in the disability services arena but across non-disability specific services as well.

Koorana provides services for "all" children. We're proud of our vision for the future – that all children and their families through ongoing learning, have supportive connections, discover possibilities and participate to their full potential in all aspects of family and community life.

It's because of this vision that we are so committed to the NDIS principles. The scheme is a social justice response and it's right that Australia unites to implement a system that recognises that every individual is important and has a right to lead a full and happy life, participating naturally within their community.

Moving forward

2016 -2017 will see Koorana celebrate its 40th year of service to the local community. We've planned a number of rolling activities throughout the year, across all geographic areas of delivery, to mark the occasion. After working with Koorana for nearly 22 years, it's been a most wondrous experience to see what was a very small service, spread its footprint and grow into a substantial organisation providing diverse services to approximately 1300 families. What has been even more fulfilling to be a part of, is that the vision a few inspiring women had 40 years ago is still at the heart of what we do.

As we embrace a new strategic plan, exemplary service delivery will of course be at the core as we focus our attention on four key areas:

- Consolidation of our current service opportunities within the NDIS framework
- Expansion of non-NDIS services
- Further development of our unique brand
- Development and strengthening of organisational assets for future sustainability

In light of "all" children's right to access services to support their learning and development, we'll apply the capabilities and reputation we have in the sector to continue to advocate for children and their families, for whom service is a barrier because of economic or social restrictions.

We'll apply our reputation for innovation and diverse staff skills to ongoing service development, with a particular focus on market based commercial opportunities for children's services outside of the NDIS framework.





Our teams will continue to develop and refine their practice. They are driven by the principles of research and evidence based models of service delivery and strive for continuous improvement. Closer links with universities will be formed to actively seek opportunities for participation in joint research and collaborative work with student initiatives.

We recognise and value the work of our staff. An effective human resource strategy will be developed to ensure that appropriate supervision and support mechanisms, professional learning opportunities, career pathways and competitive and flexible workplace conditions are in place.

A final note

Koorana is financially strong with a solid infrastructure. We have well thought out systems and processes underpinning service operations and a healthy attitude to change. We are committed to continuous quality improvement and thrive on innovative thinking. We have the capability and drive to continually seek opportunities that will provide a wide range of service options to all children of all abilities, so that their future will be open to many possibilities.

Koorana is a most remarkable place. I'm forever amazed by the capacity we have to respond to

opportunities as they arise which continue to shape our profile as an organisation that can and will tackle anything to support children and their families.

It's therefore with pleasure that I reflect on the past year, and with excitement that I look to the future. We are privileged to be a part of one of the biggest social reforms of our time and I look forward to taking this exciting journey with you.

I give my heartfelt thanks to the Board of Directors who continue to generously give of their time to support Koorana's mission and who offer me intelligent guidance and unconditional support; to the leadership team who with good humour embrace the challenges of the day and to very committed staff who love their work and love the families with whom they work. They have wonderful ideas and are open to new ways of doing things. Finally, to the very many families we have the pleasure of meeting, thank you for trusting us and for giving us the privilege of being a part of your child's life.

After Koorana's 40 years of service to the community, let's bring on the next 40!

Best wishes,

Vicki Battisti



2015–2016

The Year in Review

The services provided by Koorana over the 2015/16 period included a range of child and family support services. Over the past year Koorana has offered; Home and Community based Learning, education at our two Preschools, Preschool Intervention Support, Service and Transition Support, Supported Playgroups, Early Links, SIBs and My Time and Playlinks/PREP.

Preparation for the NDIS roll-out in Sydney's South West on July 1st, 2016 as well as post rollout business and service development has been a key focus this year. We refined our service model to align with the NDIS and worked to support families through the transition. Koorana's profile has significantly increased as a result of additional networking, workshops and a stronger focus on our online presence through social media channels and an exciting new website. These were noted as priority marketing areas in order to expand Koorana's presence in both the Inner and South West of Sydney and clearly communicate to the general public that Koorana after forty years, is a major service provider to the community.

Home & Community Based Early Learning, Occupational Therapy and Speech Pathology

These services support families to feel confident in providing everyday experiences and opportunities, important to their child's learning, and ability to connect and participate in family and community life.

Over the course of 2015-16 we:

- delivered 996 individual therapy sessions to children living in the Inner West and South West of Sydney
- expanded service provision to include support for families of children up to 15 years of age
- further embedded the implementation of a Transdisciplinary Key Worker service delivery model
- created a Behaviour Support Framework that is responsive to family goals, strengths and priorities

Koorana's Services

Koorana delivers a range of early education, intervention and support services to families of children of ALL abilities living in the Inner West and South West areas of Sydney.

Koorana's services promote inclusion and encourage community connections while taking a family centered approach to education and support. Our focus is on the family as the centre of a young child's life, and our understanding is that each family is different in their makeup, beliefs, priorities, strengths and support networks. With this in mind, Koorana is able to develop programs which are specifically tailored to the needs and goals of each cultural and diverse individual and their family.



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- deepened our collaborative partnerships with other community organisations, especially in response to our expansion into new areas
- implemented responsive and holistic practices assisting families to connect with sustainable supports
- embedded processes to ensure discipline specific clinical support and supervision for all practitioners

Preschool and Preschool Intervention Support

Koorana's two Preschools (Lakemba and Roselands) and Preschool Intervention Support saw the further implementation of a family centred and child

focused approach through their high quality service delivery and in line with the Early Years Framework.

We have:

- provided education programs to 147 enrolled children, with targeted intervention support to 59 children, presenting with additional learning needs
- received a rating of "overall exceeding" for our Croydon St Preschool, the highest rating available from the NSW Department of Education - Early Childhood Education Directorate
- strengthened service delivery by implementing strategies to encourage regular client and parent feedback to inform ongoing evaluation and planning processes
- networked with a range of Koorana professionals and other organisations to ensure we provide the best care, support and education for all children
- transitioned Koorana's small group Prep and Playlinks programs into the broader preschool environment to support family preferences and our commitment to natural inclusion
- introduced small fund raising activities in support of such initiatives as the "Make-a-



Wish" foundation. The support we received from parents and the local community has strengthened the partnership we share with them

- continued to grow parent participation and involvement within the preschool
- introduced the "daybook" highlighting each child's daily learning and activities, then emailed to families to enhance communication between home preschool
- connected with the wider community through many incursions and excursions including: learning about recycling and waste management, visiting local schools, parks and libraries; visits from the fire brigade and local police
- introduced a Key Worker Model to the Preschool Intervention Support Team
- aligned the preschool intervention team with service models parents can access under the NDIS

A special thanks to the parents who have volunteered their time for various Preschool projects and to Hampden Park Public School staff who presented "Transition to School" seminars

to support families of children going to school in 2017. We have strong community links which we value greatly.

Service and Transition Support

Our Service and Transition Support team, formally known as Case Management, has seen significant growth this year. The team was expanded to meet the expectations of increased service provision in the South West and Inner West regions.

This year we:

- continued to provide a holistic "Team around the Child" approach using Koorana's Best Practice Framework
- continued to link families to community supports and networks
- expanded the reach of our programs, particularly across the South West regions of Sydney
- built important partnerships with other service providers to provide additional support to families such as the "Communities for Children" initiative, auspiced by the Smith Family





All Children, All Abilities, All possibilities

- increased external collaboration and strategic partnerships with key training institutes and the business community
- increased Koorana's visibility throughout the community and within child and family related seminars and events
- actively broadened our inter-agency participation across new demographic areas, increasing service profile and developing strong new partnerships with a range of organisations

Supported Playgroups

A team of Early Childhood Educators and Family Support Workers delivered 14 weekly supported playgroups in parks and community venues across the Bankstown and Canterbury local government areas (LGAs). Within a family centred framework, the Supported Playgroups provide opportunities for children aged 0-6 to engage in appropriate play activities to promote their learning and development, while parents and carers are supported in their parenting role, and are assisted in establishing supportive social connections and links to the community.

This year saw an increased participation, rising to over 670 families, particularly in park locations.

Park based playgroups are fabulous for the very many newly arrived families who are not yet aware of their local community services. They are an easily accessible, soft entry point to available supports. With the ever changing needs of our local communities, Koorana responds with services to an increasing number of families from diverse cultures. We equip parents with additional information including local health initiatives and community connections as well as utilising our therapists' expertise to deepen families' knowledge and understanding of early childhood development.

The team continue to increase their participation and representation across broader interagency networks, increasing our service profile and collaborative partnership opportunities. It also informs our ongoing service development as service gaps are identified.

Early Links

Early Links engages families who have concerns about their child's development or who have recently received or awaiting a diagnosis of a disability and / or developmental delay.

Throughout the year the service has supported 42 families in a variety of ways, including supporting them to:



- gain a better understanding of their child's diagnosis and or development
- understand the service system and what is available to support their child's learning
- have links to support services, networks and to their local community.

Community Development is a part of the Early Linker role. As a response to families' need for out of school care, a working party, of which Koorana staff are a part, has been set up to work with OOSH providers in the Inner West to support their inclusive practices.

SIBS and My Time

Throughout the year Koorana's Transition and Support team worked closely with families to provide assistance to access information and community support.

The SIBS program is designed for children between the ages of 6 and 12 years who have a brother or sister with a disability or developmental delay. Activities are led by qualified and experienced staff who provide subtle supports within a relaxed and fun, recreational environment.

The sessions are held weekly during school terms, with a full day excursion each non-term period. There are 16 children in regular attendance each week who benefit from playing and spending time with other children in similar circumstances.

Koorana Mytime runs fortnightly in Lakemba and Ashcroft and is a social support group for parents and carers of a child with a disability or chronic illness. The group has enjoyed talks from

professionals such as Occupational Therapists and Speech Therapists, developing new friendships and learning from each other's experiences and stories. One of the highlights of the year, was an NDIS information session followed by a lunch to celebrate Carers Week and acknowledge the wonderful work carried out by carers every day of the year.

Playlinks and PREP

Playlinks and PREP, programs catered for children with a range of diagnosed additional needs in a small group setting, sitting alongside Phillip Street Preschool. In response to consultation with and feedback from families, a decision was made to not continue with the programs into 2016. To better meet the needs and priorities of the families, the Phillip Street Preschool was expanded and our intervention support capacity, increased.

In line with the NDIS intention that intervention services be delivered in natural settings, it made sense to make the changes. Within the preschool environment, children's learning needs are supported by a skilled intervention team who work closely with the preschool staff to facilitate successful participation.





Looking to the Future

Koorana is committed to continuing its support of ALL children and families in the community through early education, intervention and family support services.

We are ready and excited to see what the NDIS landscape will look like come July 1st. In particular we are determined to ensure that our services are aligned to the NDIS framework and that families are prepared for a smooth transition into the scheme through individual discussion, targeted workshops and fact sheets.

We'll work closely with our community partners to ensure that we provide quality services that reflect NDIS principles.

The skill development and Therapy teams will:

- continue to refine service delivery and evaluation frameworks that are responsive to all opportunities arising
- continue to develop strengths-based support and professional development frameworks for our teams, especially recognising the unique challenges, and opportunities, that are presented by the increasingly mobile, outreaching nature of service provision
- continue to grow in a way that always maintains the integrity and quality of service provision

At Koorana we truly believe in getting to know the nature of the communities we work in so that we can connect families with support networks within their local community and provide flexible and affordable services to families.



Preschools and Preschool Intervention Support are looking forward to:

- seeking opportunities across the early childhood sector to share our expertise to promote natural inclusive practices
- enhancing natural, innovative learning spaces within the preschools with a commitment to sustainable practices, seeking opportunities to promote the importance of enrolling in prior to school settings and reaching families who may not otherwise access it
- strengthening local community partnerships to expose children to a range of rich learning environments
- fostering strong relationships with a range of supportive services to assist families to link to the wider community

Service and Transition Support are excited to:

- support families through transition to the NDIS
- expand networks and collaborative partnerships across wider geographical areas and gain market intelligence that seeks to understand the demand that exists for children outside of the NDIS framework
- further enhance our status as a key service provider for children and families across the Inner West and South West of Sydney through marketing, networking and partnerships

Supported Playgroups look forward to:

- developing and implementing continuous improvement strategies that will meet

the ongoing needs of an ever changing demographic

- seek opportunities to expand the park based playgroup model to further South West Sydney areas where possible and practical to do so
- increasing the ability to provide translated information and interpreter support in a range of situations, as a result of funding from Canterbury League Club and Canterbury/ Hurlstone Park RSL

Early Links aim to:

- continue to provide and enhance support to families under the State wide Early Links Model
- pilot projects with Community Health & other Early Links providers
- seek opportunities to build partnerships with community playgroups and early childhood education centres to promote the Early Links program and support their inclusive practices.
- Maintain ongoing participation in community networks and working parties

SIBS and My Time are committed to:

- continuing to provide a variety of support models that are responsive and in turn support the varying needs of our families
- educate parents about the NDIS and continue to provide a safe space for parents talk and to meet other parents in the community





Elaine had a great understanding for the needs of my family. I was amazed with the thorough and whole hearted support she provided. – Ann

The Board & Executive Management Team

As a community owned, not for profit organisation, Koorana is run by a Board of Management. The Board is responsible for the governance of Koorana. This means that the members oversee the organisation's financial transactions, are responsible for legal compliance and make decisions about strategic direction.

Board membership is voluntary and is made up of 4 executive positions (President, Vice President, Treasurer and Secretary) and ordinary member positions.

Although a small Board, Koorana is fortunate to have long standing members who are committed to the organisation's philosophy and vision for the future. They bring to their role a wealth of knowledge and expertise.



Board of Management



Khurram Mahmood, President
2005 – to present

Khurram Mahmood is a senior IT professional who has been involved with Koorana for many years. His children, now aged 15 and 9, have both been through the Koorana playgroup

and preschools, and he remains involved with Koorana. Born and raised in the UK, with a degree in Aeronautical Engineering, Khurram has been in Australia now for 14 years and works for a major Australian headquartered IT software development company.



Sandra Angel, Secretary,
2014 – to present

Sandra Angel joined the Board in 2014. Sandra is the principal of Earlwood Public School. Sandra has a passion for serving the community and working together with

families to ensure equality and opportunity so 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 to benefit the local community.



Jerry McNamara,
Vice President
2004 – to present

Jerry McNamara is the CEO of FRANS, a disability-specific agency for respite and recreation. With over 34 years' experience in not-for-

profit and for-profit agencies, Jerry brings with him invaluable experience and insight. Jerry has a strong background in marketing and advocacy and is committed to the ideals of human rights and social justice, particularly as it pertains to the most vulnerable and marginalised members of our society. Jerry was drawn to Koorana after working with Vicki Battisti when she was on the Board of FRANS. He sees his work with Koorana as providing mutual benefit to both Koorana and FRANS.



Syed Ammar Hasan,
Treasurer
2008 – to present

Syed Ammar Hasan came to know about the work of Koorana when his children attended one of the playgroups. Syed is the Financial

Accounting Manager at Toll Contract Logistics and brings with him a wealth of knowledge on best practice reporting. Syed has influenced Koorana's development of best practice financial report procedures. Syed is married with two children.



Hilda Eid, 2002 – to present

Hilda Eid is a longstanding Member on the Koorana Board, having served for the past 13 years. Hilda runs her own workplace rehabilitation services business after

working in a variety of senior

management roles in rehabilitation services. Hilda came to know of Koorana through the preschools and utilising the early intervention and therapy programs. She became more deeply involved with the organisation after seeing the high quality services provided by Koorana firsthand. Over the last few years, Hilda has enjoyed “giving back” by supporting Koorana to continue to empower families in raising their children. Hilda is married with two children.

populations in Western Sydney, Helen has a thorough understanding of the critical importance of developing responsive services and programs to community needs. Helen has a Bachelor of Social Work (UNSW).



Nick Toonen, General Manager – Business Services

Nick Toonen joined Koorana in 2014 bringing over 25 years of experience in leadership of non-profits, spanning health, education, human rights and social service.

He originally trained and worked in IT, and has extensive experience managing corporate and business services. Nick is a born organiser who’s passionate about seeing people, organisations and communities develop and grow. He loves working with others who are also committed to making a difference, which led him to Koorana. Nick was awarded an Order of Australia medal in 2003.

Executive Management Team



Vicki Battisti, Chief Executive Officer

Koorana CEO, Vicki Battisti has over 35 years of experience working in early childhood education and intervention, including 22 years leading the team at Koorana Child &

Family Services. Vicki is committed to the not-for-profit sector and is driven by a strong sense of community. She is dedicated to principles of equity, inclusion and social fairness.



Helen Wilkinson, General Manager – Service Delivery

Helen Wilkinson joined Koorana in 2013. Helen’s extensive experience in child and family services includes 12 years at SIDS and Kids, providing support to bereaved families

and leading the services team in strategic directions towards service development and growth. Helen has worked with Tresillian child and family services, supporting new parents with complex issues. Through her experience working with emerging

Anthea was very keen to learn about our son’s habits and our Indonesian culture right from the very beginning. She then worked around that information in order to give me the best possible solutions and strategies.



Treasurer's Report

It is with great pleasure and pride that I deliver the financial report of Koorana Child & Family Services Inc., for the year ending 30th June 2016.

The financial results for 2015-16 have now been reviewed and audited by the external auditor – Bryan Rush and Co.

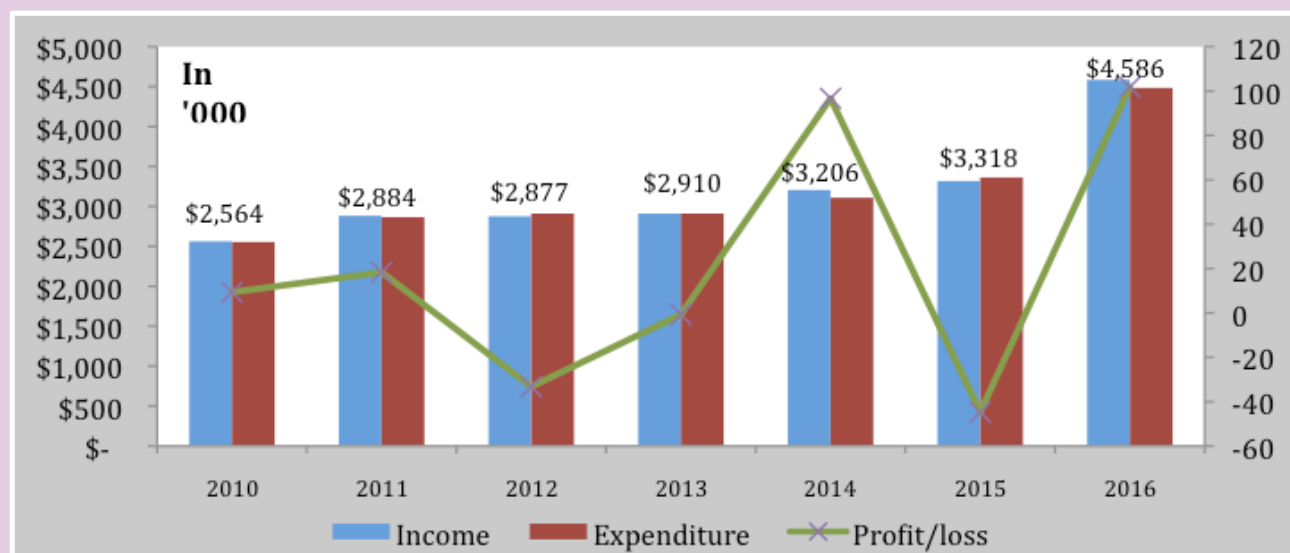
While 2015-16 has been a challenging year, Koorana once again has proven its strength and shown extraordinary growth and performance in all service areas, delivered to the local communities.

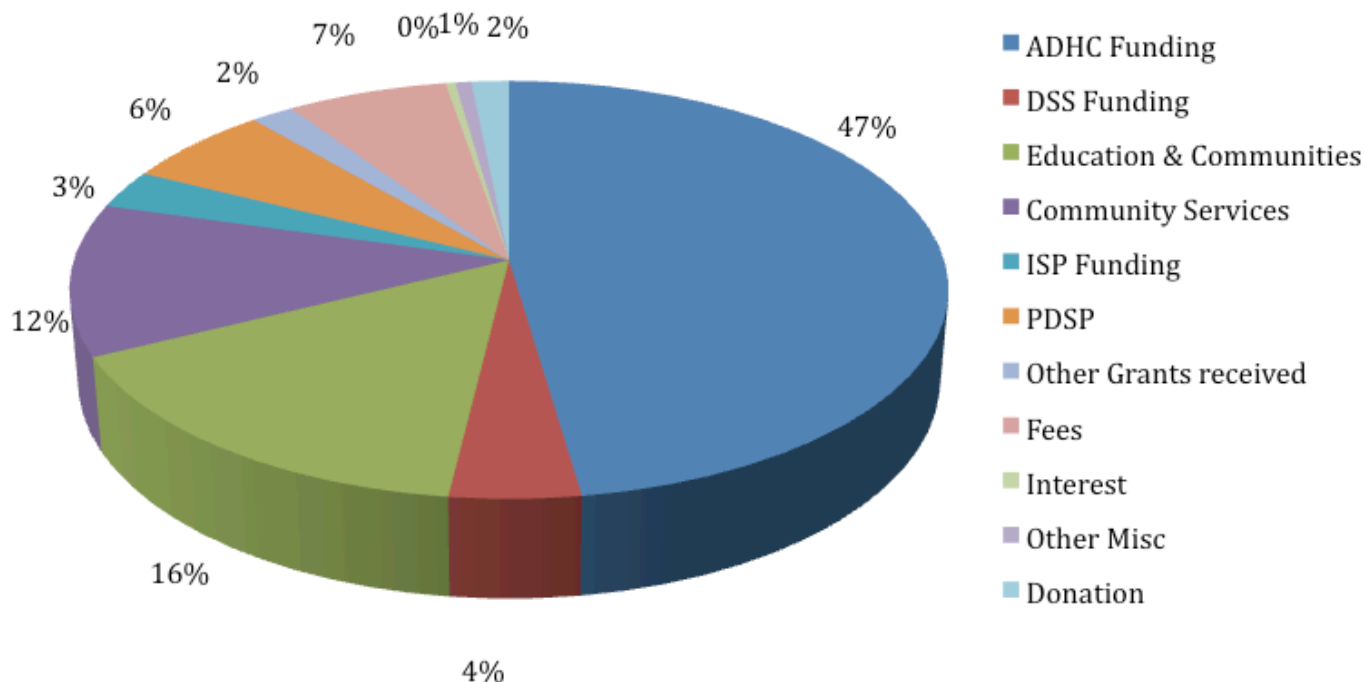
Koorana has been able to consolidate its position over the past year to become a far-reaching and influential organisation. Koorana services approximately 1300 families through its various activities. We will continue to provide flexible and responsive services to families and children, with a deep commitment 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 2016, which represents the annual transactions of all Koorana activities delivered through our three sites at Croydon Street, Lakemba, Phillip Street Roselands, and Cleary Avenue Belmore.

Financial History

Below graph below present year to year growth of Koorana over the period of time:





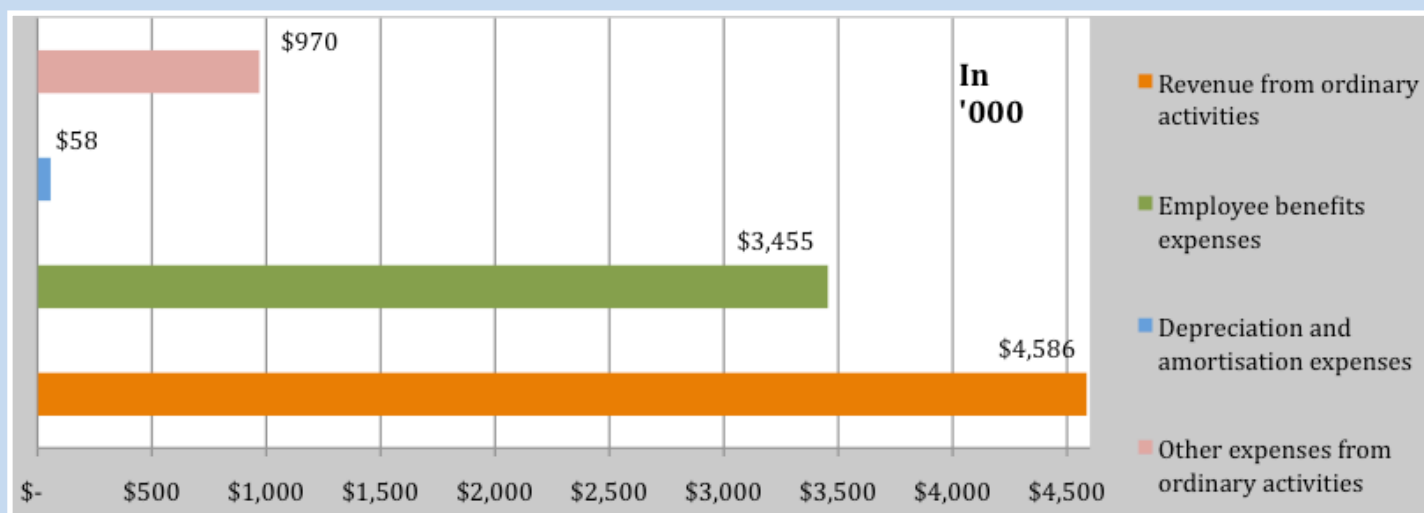
Income

The overall Income for the year 2015-16 was \$4,585,801, compared to \$3,317,788 in the same period last year.

- Total grants received in 2015-16 were \$4,145,088 compared to \$2,885,829 for the same period last year.
- Total interest received in 2015-16 was \$18,794 compared to \$17,069 for the same period last year.
- Other operating receipts excluding interest received in 2015-16 was \$101,363, compared to \$120,090 for the same period last year.
- Total fees received in 2015-16 were \$311,647, compared to \$290,917 fees received for the same period last year.
- Total gain on sale of asset in 2015-16 was \$8,909, compared to \$3,883 the same period last year.

Financial Highlights

I would like to share some of the financial highlights with you:

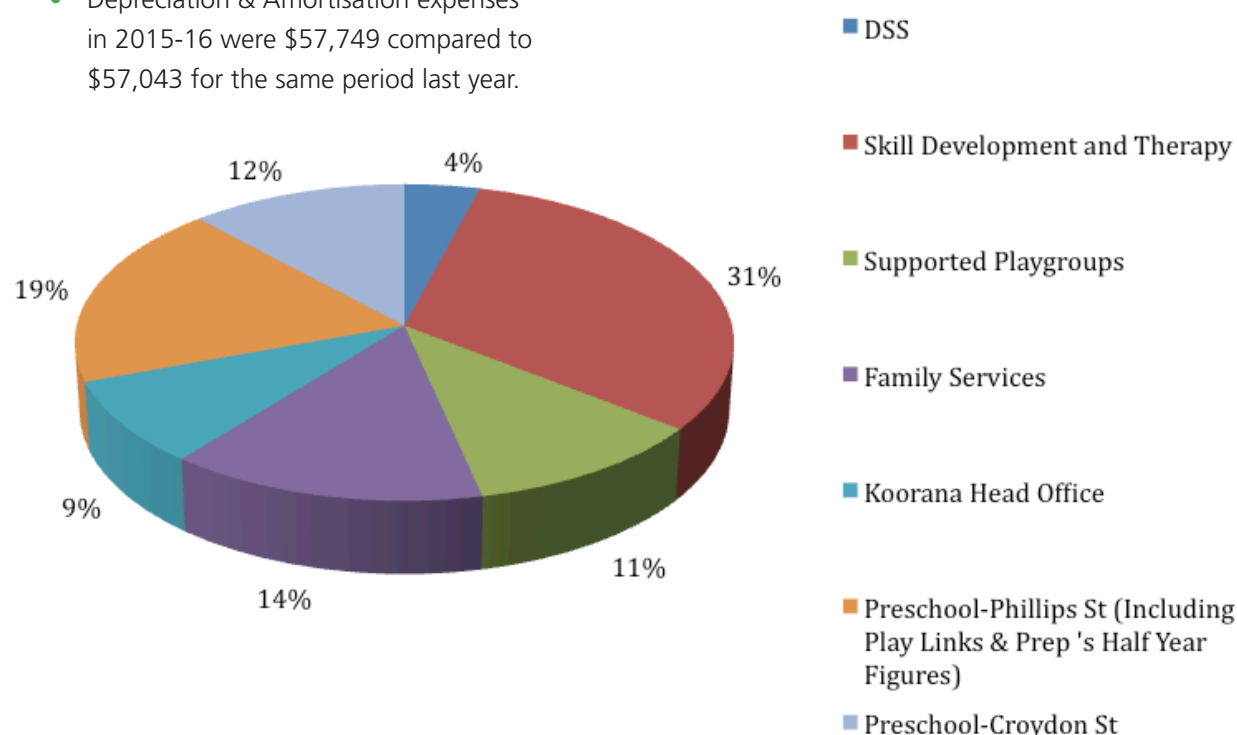


Expenses

Total expenses for the various activities for the year 2015-16 were \$4,484,016, compared to \$3,362,471 for the same period last year.

- Employee benefit expenses in 2015-16 were \$3,455,481 compared to \$2,742,391 in the same period last year.
- Depreciation & Amortisation expenses in 2015-16 were \$57,749 compared to \$57,043 for the same period last year.

- Other expenses from ordinary activities in 2015-16 were \$708,215 compared to \$370,015 for the same period last year.
- The overall surplus for the year 2015-16 was \$101,786 compared to a loss of (\$44,682), for the same period last year.



Cash flow

At 30 June 2016, Koorana held cash of \$1,028,714 compared to last year of \$572,554.

In General

Throughout the year, we have sought to improve the effectiveness and efficiency of Koorana's financial operations. The budgeting and forecasting process is now rigorous and accurate expense allocation and reporting has enabled us to monitor the cost of all the areas of operations. The Finance Committee of the Board has played a vital role in guiding Koorana on governance issues.

Finally

We are very proud of the ongoing commitment of our staff, board members, parents, carers and volunteers. We believe that we are fortunate to have such a dedicated, creative and caring group of people.

To take this opportunity I would like to extend my thanks to all, without their support, Koorana could not mark another successful year. I would also like to thank our auditor David Conroy for the support, assistance and advice throughout the year and last but not least, a formal thank you to our donors and sponsors.

The accounts for the period ending 30th June 2016 are herein presented for your perusal and acceptance, duly audited by Bryan Rush & Co – Chartered Accountants.

If you have any questions about the results or would like more information on anything mentioned above, please contact myself or Vicki Battisti, CEO or send us email at accounts@koorana.org.au

Kind regards,

Syed Ammar Hasan



*Our Mission is to provide
learning opportunities to
all children of all abilities
and their families in a
caring environment.*

Financial Statements

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$	2015 \$
Revenues from ordinary activities	2	4,585,801	3,317,788
Employee benefits expenses		(3,455,481)	(2,742,391)
Depreciation and amortisation expenses		(57,749)	(57,043)
Occupancy expenses		(262,570)	(193,021)
Other expenses from ordinary activities		(708,215)	(370,015)
Current year surplus / (deficit) before income tax		101,786	(44,682)
Income tax expense	1	-	-
Current year surplus / (deficit)		101,786	(44,682)
Other comprehensive income			
Gains on revaluation of land and buildings	6	-	-
Total comprehensive income for the year		101,786	(44,682)
Total comprehensive income attribute to members of the entity		101,786	(44,682)

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

CURRENT ASSETS

Cash and cash equivalents	4	1,028,714	572,554
Receivables	5	161,313	73,798
TOTAL CURRENT ASSETS		1,190,027	646,352

NON - CURRENT ASSETS

Property, plant and equipment	6	1,331,350	1,366,644
TOTAL NON - CURRENT ASSETS		1,331,350	1,366,644
TOTAL ASSETS		2,521,377	2,012,996

CURRENT LIABILITIES

Payables	7	595,051	273,434
Provisions	8	414,687	329,709
TOTAL CURRENT LIABILITIES		1,009,738	603,143

TOTAL LIABILITIES

TOTAL LIABILITIES		1,009,738	603,143
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NET ASSETS

NET ASSETS		1,511,639	1,409,853
EQUITY			
Retained surplus		1,511,639	1,409,853
TOTAL EQUITY		1,511,639	1,409,853

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

	Asset Revaluation Reserve \$	Retained Earnings \$	Total \$
Changes in equity			
Balance at 1 July 2014	1,100,00	354,535	1,454,535
Net deficit for the year	-	(44,682)	(44,682)
Balance at 30 June 2015	1,100,000	309,853	1,409,853
Net surplus for the year	-	101,786	101,786
Balance at 30 June 2016	1,100,000	411,639	1,511,639

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$	2015 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Fees received		327,965	262,074
Grants received		4,594,742	3,201,042
Interest received		18,794	17,069
Other operating receipts		174,017	166,878
Payments to suppliers and employees		(4,645,812)	(3,531,760)
Net cash provided by operating activities	10 (b)	469,706	115,303
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds on sale of fixed assets		8,909	6,265
Fixed asset purchases		(22,455)	(13,831)
Net cash provided by investing activities		(13,546)	(7,566)
Net increase (decrease) in cash held		456,160	107,737
Cash at the beginning of the financial year		572,554	464,817
Cash at the end of the financial year	10 (a)	1,028,714	572,554

STATEMENT BY BOARD OF DIRECTORS

In the opinion of the Board of Directors the accompanying financial report:

1. Presents a true and fair view of the financial position of Koorana Child & Family Services Inc. as at 30 June 2016 and its performance for the year ended on that date in accordance with Australian Accounting Standards of the Australian Accounting Standards Board.
2. At the date of this statement, there are reasonable grounds to believe that Koorana Child & Family Services Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:

President



Khurram Mahmood

Treasurer



Syed Hasan

Dated this 26 day of September, 2016

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF

KOORANA CHILD and FAMILY SERVICES INC.

ABN 98 173 846 131



Report on the Financial Report

We have audited the accompanying financial report of Koorana Child and Family Services Inc (the association), which comprises the statement of financial position as at 30 June 2016, the statement of profit or loss and other comprehensive income, the 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 statement by Board of Directors giving a true and fair view of the financial position of the association.

Postal Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000

Telephone: 02 9267 9227
Fax: 02 9261 3384

Email:
admin@bryanrush.com.au

Board's Responsibility for the Financial Report

The committee of the association is 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 Associations Incorporation Act (NSW) 2009 and for such internal control as the committee determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall

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

Audit Opinion

In our opinion:

The financial report of Koorana Child and Family Services Inc. is in accordance with the Associations Incorporation Act (NSW) 2009 including:

- i) giving a true and fair view of the association's financial position as at 30 June 2016 and of its performance for the year ended on that date;
- ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements; and
- iii) complying with Div 60 of the ACNC Act 2012.

BRYAN RUSH & CO
Chartered Accountants

A handwritten signature in black ink, appearing to read 'D R Conroy'.

D R Conroy
Principal

Sydney
Date:

26-Sep-16



Koorana provides services for “all” children. We’re proud of our vision for the future – that all children and their families, through ongoing learning, have supportive connections, discover possibilities and participate to their full potential in all aspects of family and community life.



All Children, All Abilities, All possibilities

Get Involved

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

You can support Koorana in the following ways:

- **Make a donation.** You can make a donation via the Donate button on our website.
- **Become a partner.** Koorana cherishes its relationships with all businesses who can help us to deliver our early education, intervention and family support programs. Support from businesses can take many forms, including gifts in kind, discounted services or sponsorship.
- **Remember us in your will.** Your bequest to Koorana will ensure your support of our services continues into the future.
- **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.

For more information:

For more information on how you can help Koorana continue to provide important early childhood services and programs in your local community, please call our head office on **(02) 9750-4100**, or visit our website – **www.koorana.org.au**.

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

Our supporters

Koorana would like to thank and acknowledge our generous supporters in 2015–16, whose commitment has greatly enriched the outcomes for the families who attend our programs.

Koorana is grateful for the financial and in kind support from the following:

- NSW Department of Family and Community services – Ageing, Disability and Home Care (ADHC)
- NSW Department of Family and Community services – Community services
- NSW Department of Education & Communities
- Department of Social Services
- Canterbury Hurlstone Park RSL
- Bankstown City Council
- Canterbury City Council
- Bankstown Sports Club
- Canterbury League Club
- Peter Angelopoulos from Soho Property Services
- Leichhardt Grilled
- Google Inc.
- Ruth Witcombe
- Tony Burke
- System Sense
- And the many parents who have generously shared their skills to support specific organisational activities.

Contact Us

HEAD OFFICE

4/37 Charlotte St, Campsie

Phone (02) 8321 9600

Email enquiries@koorana.org.au

Website www.koorana.org.au

Facebook facebook.com/Koorana

BELMORE LOCATION

(includes early childhood intervention, playgroups and family services)

1A Cleary Avenue, Belmore NSW 2192

Phone (02) 9750-4100 | Fax (02) 9759-1245

Postal address

PO Box 403, Belmore NSW 2192

OUR PRESCHOOLS

Phillip Street Preschool

22 Phillip Street, Roselands NSW 2196

Phone (02) 9750-3655 | Fax (02) 9758-3666

Croydon Street Preschool

33 Croydon Street, Lakemba NSW 2195

Phone (02) 9759-4494 | Fax (02) 9750-4533

A man wearing a blue cap and a white t-shirt is sitting on a green lawn, playing with a child's toys. He is reaching out towards a stack of colorful blocks. In the foreground, there is a blue Fisher-Price toy, a stack of colorful blocks, and a blue and white patterned box. A red plastic container is also visible. The background shows a wooden fence and some greenery.

Koorana Child & Family Services Inc

ABN 98 173 846 132

Telephone: (02) 9750-4100

Website: www.koorana.org.au

Facebook: facebook.com/Koorana