



KOORANA ANNUAL REPORT

2018



All children, All abilities, All possibilities

Our Vision & Mission



Our Vision

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



Our Mission

Our mission is to provide learning opportunities to all children and their families in a caring environment.

Our Core Values



Self
Determination



Access &
Equity



Collaboration



Mutual
Respect



Ethics &
Integrity

Acknowledgement of Country

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



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Our Stories

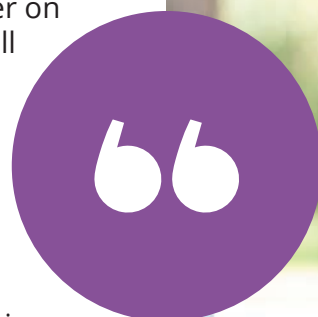
A Word from Koorana Families

When Omar was a newborn, my local baby clinic referred us to Koorana for support and assistance with services for children with additional needs. Our first sessions with a Koorana keyworker were for my husband and I. Koorana helped us understand Omar's diagnosis and provided emotional support as we transitioned through those first few months with him.

When Omar was a baby our keyworker sang songs, held him and became someone I could talk to. As he got older, we focused on feeding and walking. I now watch him playing with his keyworker on the floor and he is counting and chatting and doing the things all little boys like to do. It fills me with so much hope when I think about how much he has achieved in only 4 years. I am now confident he will be given every opportunity to discover the wonderful things life has to offer.

Koorana staff will also spend a lot of time playing with Omar at the Preschool and helping him make friends and join in. Caitlin will model play so that Omar understands the right way to get his peers attention and encourage others to include him. He is given the prompt of gentle play and understands what that means.

Laila – Omar's mum.



Our Stories

A Word from a Young Person

Hi! My name is Patrick.

I first got to know Koorana when I was 3 years old, when my Mum took me to the playgroup and Phillip Street preschool. I left school when I was 17 years old and joined the DSA (Disability Services Australia) as a job seeker. I am now 19 years old and working two days a week as an office assistant at Koorana. I help with the weekly reports, fixing up the computers and helping out the office workers when they need me. Doing the reports is my most favourite job.

When I first started volunteering at Koorana I was feeling shy but I feel great now.

The people at Koorana are good people, we get to know each other and they are friendly. This is my favourite thing at Koorana.

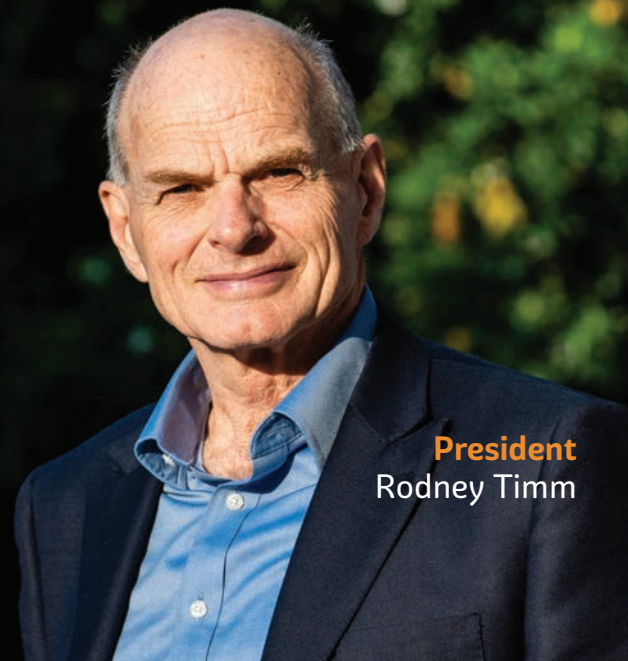
I am also doing a Cert II computer course at Ultimo TAFE which I will be graduating from on 6 December. I go to TAFE one day a week, DSA one day and Koorana for two days a week.

Patrick



“This last year of transformation has continued to demonstrate how Koorana continues to deliver its mission: All Children, All Abilities, All Possibilities”

Rodney Timm,
President



President
Rodney Timm

President's Report

This last year of transformation has continued to demonstrate how Koorana continues to deliver its mission: All Children, All Abilities, All Possibilities. On behalf of the Koorana Board of Directors, staff and stakeholders, I am pleased to present the Annual Report for Koorana Child and Family Services Ltd for the financial year ending June 2018.

This past year has been a year of transformation and consolidation for Koorana which has delivered planned outcomes designed to respond to the challenges and opportunities that have presented themselves as a result of the roll out of the National Disability Insurance Scheme (NDIS). During the year we continued transforming the organisation to continue being relevant and to deliver the high-quality services that we provide to the children and families in our community areas of focus including:

- Completing the restructuring of the Organisational structure from an Incorporated Association to a Company Limited by Guarantee, an initiative undertaken by Khurram Mahmood and the Board during the previous financial year;
- Transitioning the Board with new members joining to secure the planned succession of those members rotating off the Board after having served Koorana for many years;
- Restructuring and aligning the Koorana operational platform and service delivery teams to be able to respond to the NDIS challenges and opportunities; and
- Continuing to focus on the priorities as contained in our Strategic Plan for 2017 to 2019, including the consolidation of our current client needs in working within the NDIS funding model, expanding in response to market opportunities and developing our unique brand in the sector.

Despite the challenges of a changed service delivery and funding model, Vicki as our CEO and the Koorana team continues to demonstrate their service commitment to our clients' goals and their ability to respond to the significant organisational changes required to operate within this new framework.

It has been gratifying for the Board to learn of the Koorana teams' abilities to communicate to the families the complexities of the new funding model and achieve a 90% sign up rate, securing growth in new clients choosing Koorana. Our services continue to grow, as does our demographic and geographic reach.

In response to new opportunities and operating realities of the NDIS service model, Koorana is looking to the future with a more agile service delivery model to enable our clinical professionals to have 'touch points' in closer proximity to their clients to avoid excessive travel times and costs. Koorana will continue to evolve the marketing strategies with increased local presence, focused promotions, media releases and special events organised.

Koorana has continued to implement streamlined systems, improved processes and supportive technology to provide staff with the resources and tools needed to effectively deliver service remotely and ensures our clients have a positive experience from service entry to service exit. In the non-NDIS sector, Koorana's pre-schools and play groups continue to provide a unique community service and is in the process of setting up a third preschool based on the additional funding provided to enable more affordable access to preschool families. The Board has continued to focus on developing skills and attracting specific expertise through a targeted Board recruitment strategy to enhance governance capacity and provide leadership to management in strategic initiatives. Koorana has been on a steady growth trajectory over the last few years, with the breadth of our service delivery widening, our family and children client base continually increasing and with a significant growth in our annual financial turnover. As a Board, we are committed to continue working with the leadership in exploring new opportunities that will meet the needs of our communities and to provide timely professional and responsive services.



President's Report

Acknowledgements

In addition to acknowledging and thanking the many families that remain loyal to Koorana and continue to choose our services, we extend our thanks to the government funding bodies that support us. We continue our gratitude to the members of our local community for their support, and in particular, Canterbury Hurlstone Park RSL, Canterbury Leagues and Bankstown Sports Clubs who provide Koorana with supplemental grants to boost the Koorana services. I would like to acknowledge our auditors, Conroy Audit and Advisory and our other external partners, who support our governance and management services.

I would also like to thank the Board members for the time and effort they contribute to Koorana and in turn the community, their expertise and support is critical to Koorana's ongoing success. This last year of transformation has been successful on our journey to a new service delivery model, but has not been without challenges for Vicki, the leadership team and the staff. I would like to thank all the Koorana team for their tireless efforts in delivering Koorana's mission: All Children, All Abilities, All Possibilities. Without this on-going commitment and support, Koorana would not be in a position to take on the opportunities on offer to assist more families and children.

Finally, I am grateful for the trust and support that we continue to receive from our ever-expanding community. Koorana is well positioned to embrace growth opportunities and continue change in the sector.

Rodney Timm
President



CEO Report

It's with pleasure and pride that I reflect on the achievements of what was both a challenging but exciting changed service environment during the 2017 – 2018 year. Koorana is committed to fulfilling its purpose – to ensure all children and their families have opportunities to learn, develop capacity and reach individual potential. The belief in this purpose and our steady resolve not only met the challenges with positive solutions but embarked on the many opportunities that have presented over the past year.

We believe that children's abilities are strengthened when services are delivered in partnership with their families to provide holistic and contextual learning supports. All children have a right to access and fully participate in positive learning environments. We're therefore solid in our commitment to ensure that Koorana is a service that responds to children's learning and support needs with a broad range of service offerings. Our direct services are essentially divided into two core streams of activity:

- Intervention Support and Disability Services
- Community Supports



CEO Report

Intervention Support and Disability Services

Under this stream of activities, we have a team of discipline specific staff including Specialist Teachers, Speech Pathologists, Occupational Therapists, Physiotherapists, Psychologists and Social Workers. The team provides educational and therapeutic supports to children and young people between the ages of 0 – 18 years who have a developmental delay and/or disability. We do this through the following activities:

- Early Childhood supports delivered through a trans-disciplinary enhanced key worker model
- Speech Therapy
- Occupational Therapy
- Physiotherapy
- Behaviour support
- Support coordination
- Early Links as part of the Ability Links Initiative

With almost two thirds of Koorana's income derived from intervention and disability service provision, the transition into the National Disability Insurance Scheme (NDIS) was not without its challenges. We were well prepared for those – managing cash flow as we embraced a new retrospective billing system; transitioning intervention staff into a mostly mobile workforce with the latest technology

to support essential connectivity; and most importantly, ensuring Koorana maintained the essence of who we are as an organisation.

Koorana's entry into the new business arena was one of strength. We'd developed a solid infrastructure and streamlined our processes including centralised intake to ensure a smooth operational transition. Although prepared



CEO
Vicki Battisti

for meeting a competitive environment, we did however underestimate the degree of competition as most NDIS registered service providers seized the opportunity to grow their services. This resulted in reduced human resource capacity, particularly in the therapy disciplines as practitioners understandably explored the very many career opportunities that presented.

With continually increasing referrals, staff capacity has been crucial. I'm extremely grateful to our very committed team who supported us with willingness, energy and flexibility. During the reporting period, we provided services to 3613 children and their families, including 654 children under 7 years of age within the Early Childhood Early Intervention (ECEI) gateway.

As an interim ECEI partner, our role has been to assess children's learning needs, identify their eligibility for the NDIS, transitioning those who were into the system and providing short term interventions to those who weren't, including links to appropriate children's services.

The new environment has presented exciting opportunities. Our geographic reach has expanded as formerly block funded boundaries were lifted and so extending Koorana's footprint to wider Sydney regions. Continued expansion is expected.

CEO Report

Resulting from our expertise, Koorana was selected by the Department of Education's Early Childhood Access and Equity Department to be on its panel of experts to deliver the Sector Capacity Building Program.

Our brief as a panel expert is to support 27 community owned preschools to facilitate the natural inclusion of children with additional learning needs into their service. We'll provide information, resource, training and on the floor coaching to staff to promote positive learning outcomes for each child. We are naturally thrilled for the opportunity to share in supporting children's successful participation alongside their typically developing peers.

With local clubs' funding we provided free therapy screening clinics to up to 9 local schools in the Canterbury/Bankstown government area. The purpose was to work collaboratively with school staff to support young children and their families by providing information, resources, strategies to encourage specific skill development and referral to additional supports as needed. This initiative was welcomed by the school Principals, some of whom purchased ongoing Koorana support.



Community Supports

Our Community Supports stream provides all non-disability support services. This currently includes:

- 2 preschools located in Roselands and Lakemba, supporting 180 families each week with quality and affordable early childhood education
- 14 supported playgroups delivered in community venues including parks, across Bankstown and Canterbury to 350 families each week
- SIBS group – a supportive weekly recreational program for up to 12 school aged children who have a brother or sister with a developmental delay and/or disability

- My Time – a carer support group
- Canterbury Child and Family Interagency (CCFI). Koorana is funded through the Department of Community Services to facilitate a local professional forum. The group is made up of representatives from a broad range of local community services that provide supports to children and their families

The Government is committed to the early childhood sector and continues to roll out initiatives that support families to access services to support early learning, strengthening children's preparedness for formal school. The Start Strong initiative which rolled out in January 2017 to ensure affordable access for all 4 year olds to 600 hours of preschool in the year before school will be extended to 3 year olds from January 2019.

Furthermore, Koorana has been funded to provide the Start Strong Pathways program – a new service targeting families with children aged between 0 and 3 years to provide information, resources and activities to support families understanding of children's development in the early formative years and assist them to access early learning centres such as preschools when ready.

We're in the final stages of securing a location for a third preschool and all going to plan, should see the new facility up and running by the end of the new financial year.

“We believe that children’s abilities are strengthened when services are delivered in partnership with their families”

Vicki Battisti
- CEO

CEO Report

A Word of Thanks

As a community owned “for purpose” organisation, Koorana’s Board of Directors takes seriously its responsibility to know and deliver on its purpose. They draw on their individual expertise to contribute to a strategic direction that’s reflective of client and community needs, are supportive of creating workplace conditions that are conducive to attracting and retaining exceptional staff and exercise due diligence to ensure Koorana’s business health. I’m most grateful for their ongoing support and insightful stewardship.

I’m thankful for a team of dedicated staff who are committed to Koorana’s philosophy and who genuinely believe in individual potential to achieve all possibilities. It’s through them that Koorana has its enviable reputation. Thanks also to the Executive Management team who embrace the daily challenges with common sense and much humour and to Koorana’s fabulous corporate team who work diligently to ensure a strong business framework.

Finally, my heartfelt gratitude to the many families who have chosen Koorana as their service provider, inviting us into their lives and trusting us with their children. Our lives are richer for the experience.

I look forward with enthusiasm to all the coming year has to offer.

Best wishes, Vicki Battisti



The Year in Review

3,613 children and young people supported in **84** suburbs

300
Privately-Funded Therapy Supports (Medicare Rebate)

88
Early Links

15
Supporting Siblings of Children with a Disability (SIBS) Program

295
Helping Children with Autism Packages (DSS Funded)

57
Children at School Assessment Clinics from **3** schools

654
Early Child Early Intervention

801
Families in Supported Playgroups across **14** playgroups

374
Children in Preschools including **70** children with additional needs

1,029
Intervention Support and Disability Services (NDIS Packages)

This includes:

262 Speech Pathology
237 Occupational Therapy
96 Psychology and Behaviour Support
29 Physiotherapy
59 Support Coordination
117 Multidisciplinary (over 7s)
229 Transdisciplinary (under 7s)



All figures are over a 12 month period

Community Supports

Preschools

Koorana's two preschools, located at Croydon Street, Lakemba and Phillip Street, Roselands offer early learning opportunities to children from three years of age until formal school entry. Their purpose is to prepare children with the skills they need to transition to school as independent and confident learners.

In line with Koorana's philosophy, our preschools are inclusive of children of all abilities with 25% of daily enrolments allocated to those requiring additional support.

The preschools operate within a National Quality Framework and deliver programs that are assessed and rated against an approved curriculum called the Early Years Learning Framework (EYLF). We have higher than required staff ratios and all preschool staff are qualified and experienced professionals, led by a University trained teacher at each centre.

The purpose of preschool is to prepare children with the skills they need for their formal school entry. Through play based learning, programs are developed based on children's interests, strengths and needs. Activities offered encourage curiosity through exploration and discovery. Thinking, language and social skills develop as they question and problem solve with other children. They navigate play experiences that challenge their body, developing balance and control of their larger muscles and learn to manipulate small materials, concentrating on hand and finger control. Structured or routine activities blended into the program, support children's independence and self help skills and encouraging them to confidently communicate their needs.

Parents and carers are an important part of the preschool program and staff are committed to working in partnership with them to ensure their planning for individual children is in sync with family goals and the environment provides a warm sense of belonging to all.

Preschool is indeed a wonderland!





Community Supports

Supported Playgroups

Koorana delivers 14 supported playgroups across Bankstown and Canterbury, providing service in a range of community facilities such as local halls and parks.

The program is a Families NSW targeted early intervention initiative for children under school age with a strong focus on babies and children under three years of age, Indigenous families and young parents. The groups are staffed by qualified and experienced early childhood educators and family support workers.

In a safe, fun and friendly environment staff provide opportunities for children to play and learn. Children, parents and carers are able to meet, share ideas, experiences and develop a supportive social network.

The staff support parents and carers in their parenting role with information about children's development, provide practical resources to support their children's development at home, suggest strategies to guide children's behaviour and link families with other community and social supports.

This highly successful program engages with more than 350 families each week.



“This highly successful program engages with more than 350 families each week”

“Koorana’s Board is committed to the ongoing sustainability of this vitally important support program”



Community Supports

SIBS Group

The SIBS program is a recreationally based support group for children between the ages of 6 and 12 years of age who have a brother or sister with a disability. A Social Worker and experienced Educator work collaboratively to deliver a weekly after school program that provides a safe, fun environment. At the same time the program embeds soft touch subtle supports to assist children to understand their unique situation, form friendships with other children who share a similar experience and develop confidence and resilience.

During school holiday periods, the group meets to enjoy a full day excursion, decided by the children and in response to their interests. For the last two years, we’ve introduced an annual camp, inclusive of the children’s brothers and sisters. The camp runs for three days and two nights and is set in a purpose built children’s holiday environment. All activities are fully supervised by experienced staff who provide safe, fun filled activity.

Following the withdrawal of ADHC funding, Canterbury Leagues Club and Canterbury Hurlstone Park RSL Club have provided financial support for its continuation over the coming year. Koorana’s Board is committed to the ongoing sustainability of this vitally important support program and will be supporting it until an alternative income is identified. Our aim is to duplicate the program in wider areas of Sydney.

Community Supports

My Time and Canterbury Child and Family Interagency

My Time

Koorana works in partnership with Tresillian to deliver a Federally funded support program for parents of children with a disability and/or developmental delay. The group meets on a fortnightly basis and is facilitated by an experienced Social Worker. The aim of the program is to offer parents and carers some down time. While their children are cared for by trained child care workers, the parents have the opportunity to connect with other parents and carers, form friendships and share experiences. As required, guest speakers are invited to the group to share specific information and to provide resources that will assist their often challenging circumstances.

Canterbury Child and Family Interagency (CCFI)

Koorana is funded by Family and Community Services (FACS) to facilitate a monthly forum for professionals to provide a coordinated approach to supporting children and their families living in the Canterbury LGA. Participants are representatives from a broad range of community service providers including health, education and not for profit, specific purpose agencies.

The group seeks collaborative solutions as issues arise, share ideas and resources and advocate for new and improved service offerings.



Intervention Support & Disability Services

NDIS and Privately Funded in Home and Community Based Interventions

Intervention Support and Disability Services

Koorana provides a broad range of educational and therapeutic supports to children between the ages of 0 – 18 years. Qualified and experienced staff, including Specialist Teachers, Speech and Occupational Therapists, Physiotherapists, Psychologists and Social Workers provide services that are family centred and based on researched best practice guidelines.

Interventions are best provided in natural settings where teachers and therapists can facilitate meaningful participation. This can be in the home or other community settings such as early childhood centres, schools, recreational environments or in any of the places that are important in a child and family's life.

Intervention Support for the Under 7 Age Group and Their Families with an NDIS Plan

For children under 7 years of age, the transdisciplinary enhanced key worker model is recommended best practice. This is a holistic approach delivered by a transdisciplinary team around the child who work collaboratively to support each child's learning across all developmental domains.

When first meeting with a family to work through the goals as set out in their NDIS plan and discussing the family's priorities, our experienced staff will suggest a suite of supports. The allocation of a key worker is determined by the child's plan. This could be either a specialist teacher or a discipline specific therapist, depending upon the main area of need. The key worker is the main point of contact and leads the family's transdisciplinary team. The team work collaboratively to resource each other with strategies to ensure there's a focus on all areas of development. Each therapist will also provide direct service to the family as outlined in the individual schedule of supports.

Intervention Support for School Age Children and Their Families with an NDIS Plan

For school aged children over the age of 7 years, Koorana offers a suite of therapeutic interventions. These include Speech and Occupational Therapy, Physiotherapy, Positive Behaviour Support, Psychology Services and Support Coordination.

For families with an NDIS plan, an experienced staff member will work through a family's plan with them and suggest a schedule of supports based on the goals identified in the plan. This may be for one or more therapies. Where more than one therapy is involved, the intervention is delivered in a multidisciplinary way where the therapists involved will liaise with each other to ensure a consistent approach that considers the child's overall learning and development.

Intervention for Children without an NDIS Plan

All of Koorana's services are offered to families with or without an NDIS plan. Individual therapy can be delivered to private fee paying clients using Medicare and Private Health cover.



Intervention Support & Disability Services

Early Childhood Intervention and Early Links

Early Childhood Early Intervention

Koorana was appointed as one of several interim providers to deliver the Early Childhood Early Intervention transition service. The service was introduced by the National Disability Insurance Agency to ensure that children under 7 years of age were provided with the support needed to transition them into the NDIS if eligible.

For those children not eligible for an NDIS package and who may have only needed a burst of short-term intervention or links to an appropriate early childhood setting, therapists and specialist teachers worked closely with parents and carers to ensure they were well supported.

The ECEI program supported 654 children this year and came to an end at June 30 when the contracts were transferred to NDIS Early Childhood Intervention Partners.

Early Links

The Early Links program is part of an overall Ability Links initiative and is designed to support families with children up to 9 years of age who have a disability and/or developmental delay or at risk of developmental delay. The worker, known as a Linker will provide information and resources, support the family to access appropriate services and link to support groups as appropriate.

The work of the Early Childhood Early Intervention Partners assigned by the National Disability Insurance Agency to support families with children under 7 years of age will replace the work of the Early Links program with contracts expiring on 30th September 2018. Over the reporting period 88 families were supported by Koorana's Early Links program.

Intervention Support & Disability Services

Behaviour Support

With the pending exit of ADHC services, Koorana registered with the NDIS to provide Behaviour Support services.

Within a family centred practice framework, Koorana staff collaborate with parents to design and implement a parent-led Positive Behaviour Support Plan. Parent led behavioural therapy combines behaviour management techniques with age appropriate cognitive and social development expectations. The behaviour practitioner works collaboratively with parents to resource them with strategies to reduce their child's behaviours of concern.

72 children and their families have participated in the program with parents reporting that they have increased confidence in their ability to promote positive outcomes in guiding their child's behaviour.



Intervention Support & Disability Services

School Therapy Screening Clinics

Koorana received financial support from Canterbury Leagues Club, Canterbury Hurlstone Park RSL Club and Bankstown Sports Club to provide a free therapy screening program in up to nine local schools. The program is flexible in its approach and in the type of service delivered based on the individual needs of each school.

Our experienced practitioners worked in partnership with school staff to provide specific therapeutic supports to optimise children's learning opportunities. Literacy for learning check ups, formal assessments, positive behaviour support, communication resources and workshops were among the range of services provided to the schools.

Feedback from school staff and families has been extremely positive, with some schools purchasing ongoing Koorana support. We'll continue to seek opportunities to maintain "in school" services across broader geographic areas.



Koorana Staff

Total Number of Staff as at 30 June 2018: **54**



Total Number of Staff Per Profession:



Koorana Staff

All-in Days

Koorana’s ‘All-in Days’ are organised at each term break for all staff to come together as a community of learners to celebrate their achievements, discuss what is being planned across the organisation, and to continue their professional development on the most pertinent issues affecting their practice. Training was provided on the following themes in 2017-18:

September

Refugee trauma and child development – facilitated by STARTTS

July

Working with children and families’ natural environments to enhance social and emotional wellbeing – facilitated by Ivy Feliciano (Registered Psychologist) and Yi Wen Ang (Speech Pathologist), Koorana staff.

January

Accessing behavior support – facilitated by Ivy Feliciano and Jacob Nelson (Koorana Psychologist) and Having Difficult Conversations – facilitated by Helen Wilkinson (Koorana General Manager, Client Services)

April

Dealing with suicidal clients; Routine Based Assessments; and Keeping Parents in the Loop through Story Park.

Contributing to the Sector

Koorana continues to maintain a strong presence in the sector despite the challenges of the person-centred funding model. Some of the highlights over the past year have included:

- Presentation about Koorana’s Client Access Team at the Diversability Conference, 19 April 2018
- Presentation on Working with children and families’ natural environments, at the Early Childhood Intervention Australia Conference, 13 November 2017
- Transition to school workshop for health professionals in the Inner West, in collaboration with other local Early Childhood Services, April - May 2018
- Participation in panels on the NDIS Early Childhood Intervention approach - St George Hospital, 25 October 2017
- Research partners with the University of Western Sydney Psychology Department
- Placements for 3 Master of Clinical Psychology students from Western Sydney University and 9 Early Childhood Teaching students from Randwick TAFE



Looking to the Future

With two thirds of the current strategic plan completed, we look forward to another busy year ahead as we work towards finalising the goals set within it.

We intend refreshing our preschools with new children's bathrooms, improved outdoor learning spaces and upgraded furniture and equipment.

Securing the planning and development of a third preschool, offering quality inclusive learning opportunities to up to 80 individual children is high on the agenda. An exciting addition to our current service offerings!

We are dedicated to continuous improvement and will continue to seek opportunities for community partnerships to enhance the support network for our clients. We'll strengthen links to universities and peak bodies to ensure our service provision is grounded in researched best practice and actively gather client feedback to ensure we provide services relevant to the needs of each community within which we work.



Governance Report

The Board and Executive Management Team

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.

The Board is committed to the delivery of services that are responsive to individuals specifically, and to the community generally. To ensure due diligence, four subcommittees have been added to the general Board structure.

- Client feedback
- Risk management
- Governance and performance
- Finance

Within each subcommittee is a specific charter defining client focused objectives. The subcommittees report progress to the Board each meeting.

The Chief Executive Officer (CEO) is employed to manage the strategic directions of the organisation and to broadly oversee the efficiency of its functions. The CEO supported by two General Managers form the Executive Management team.

The General Manager – Client Services leads Koorana’s direct service delivery across all intervention and disability specific and non-disability specific services. The General Manager- Corporate Services leads all Koorana’s business functions including finance, administration, information and IT, HR, and marketing and communications.



Meeting Attendance

Name of Director	Number Held While in Office	Number Attended
Rodney Timm	9	9
Allan Laurie	9	7
Syed Ammar Hasan	9	7
Sandra Angel	9	9
Khurram Mahmood	9	7
Jerry McNamara	9	5
Helen Hall	5	5
Barbara Stenning	5	4

Governance Report

The Board of Directors

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.

Allan Laurie,
Vice President 2017 - Present

Allan Laurie joined the Koorana Board in 2016. 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 Government [Local, State and Commonwealth], Infrastructure, Heavy Engineering, Agriculture, Education, Health, Social Purpose and the Cultural sectors.

Sandra Angel,
Secretary 2014 - 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. 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 to benefit the local community.

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. Syed is married with two children.

Khurram Mahmood,
Non-Executive Director 2005 - Present

Khurram Mahmood is a senior IT professional who has been involved with Koorana for many years. He has been President of the Koorana board for a number of previous years. His children now aged 17 and 11, 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 for 14 years and works for a major Australian headquartered IT software development company.

Helen Hall,
Non-Executive Director 2017 - Present

Helen Hall is a commercially focused lawyer with a career spanning 20 years having worked in an Australian/NZ practice, with ability to assist in other jurisdictions, including India, China, Thailand, Singapore and Taiwan. With experience working in all size corporations and meeting corporate operational needs, has particular skills in enhancing outcomes wherever legal issues arise, reviewing and drafting legal documents including contracts, litigation, policy, advising and developing strategy with vision, fairness and good faith.



Back Row: Khurram Mahmood, Barbara Stenning, Helen Hall, Sandra Angel **Front Row:** Rodney Timm, Allan Laurie, Vicki Battisti, Syed Ammar Hasan **Not Pictured:** Jerry McNamara

Barbara Stenning,
Non-Executive Director 2017 - Present

Barbara is also a qualified solicitor, and a commercially focused and performance driven business leader with an impressive career spanning 20+ years, with experience managing multiple business centres in Australia and New Zealand. Skilled in setting and achieving critical P&L gains, with the vision and direction needed to lead new product development, manage operational needs and enhance brand positioning.

Jerry McNamara,
Non-Executive Director 2004 – Present

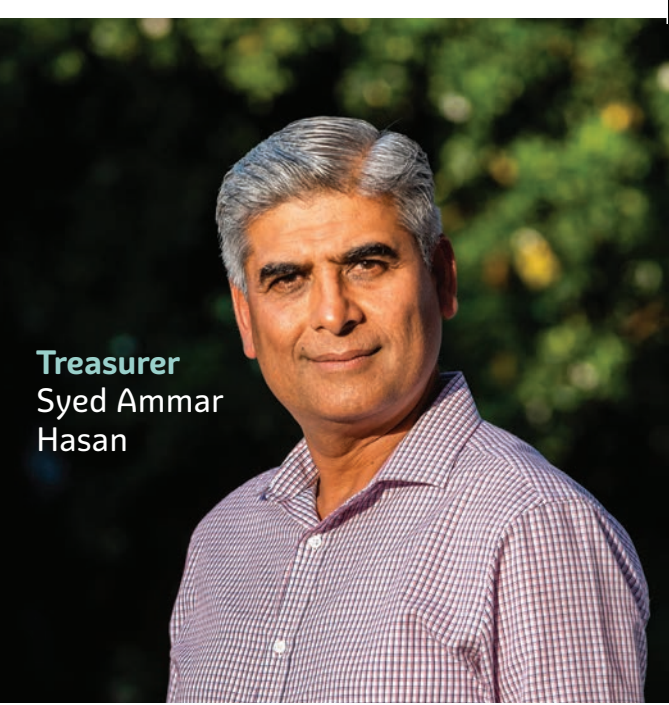
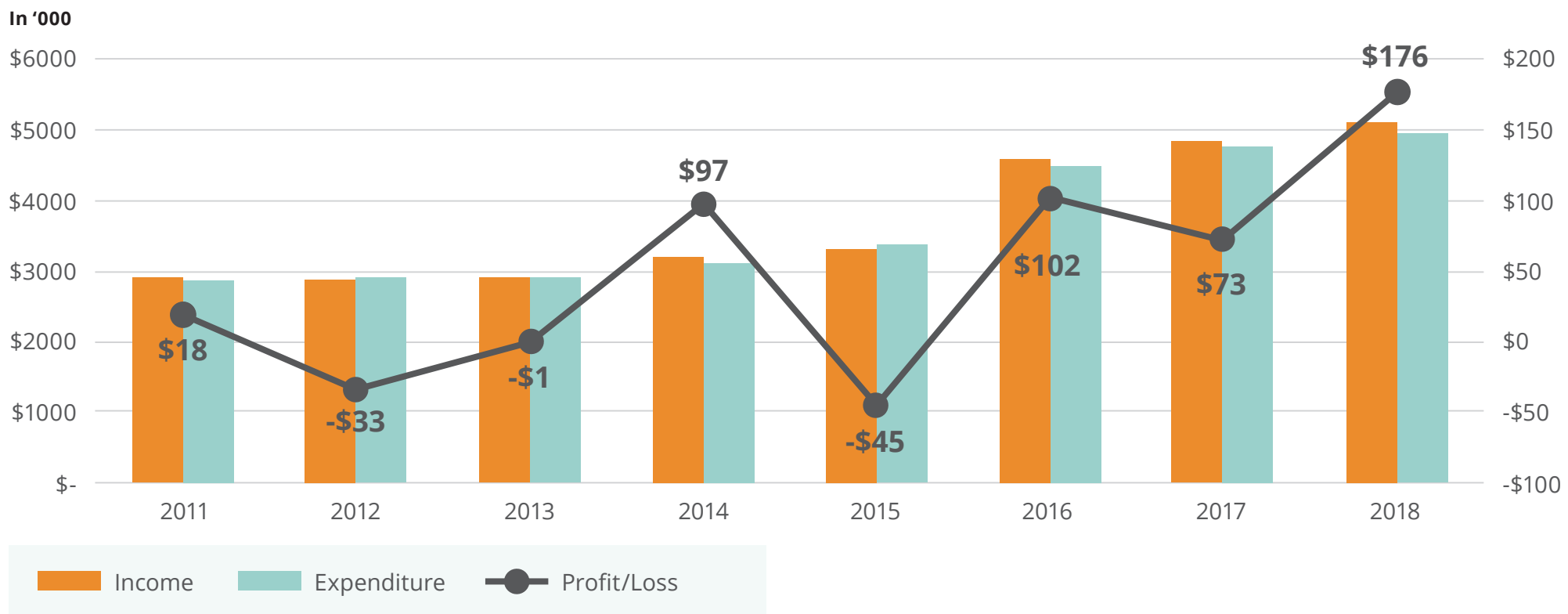
Jerry McNamara is the CEO of Participate Australia, a disability specific agency for respite, recreation and supported accommodation. With over 34 years’ experience in not for profit and for profit agencies, Jerry brings with him invaluable experience and insight. Jerry has a strong background in marketing 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.

Treasurer's Report

I am delighted to present the annual financials of Koorana Child & Family Services Ltd, for the year ending 30th June 2018, reviewed and audited by our external auditor – Conroy Audit & Advisory.

In terms of financial performance, we have seen clear evidence of Koorana's continual growth each year. Despite the various challenges resulting from a changed service environment, the growth trend continued throughout the financial year of 2017-18 throughout all Koorana service areas, delivering to broader communities.

The graph below presents the year to year growth of Koorana over an 8 year period:



Treasurer
Syed Ammar Hasan

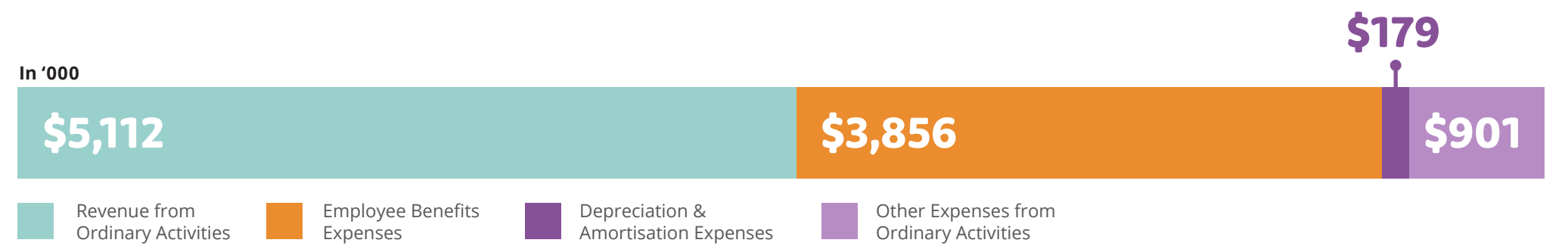
Treasurer's Report

Koorana has been able to consolidate its position over the past year to become a far reaching and influential organisation. Koorana services approximately 3,600 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 2018, 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 Highlights

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



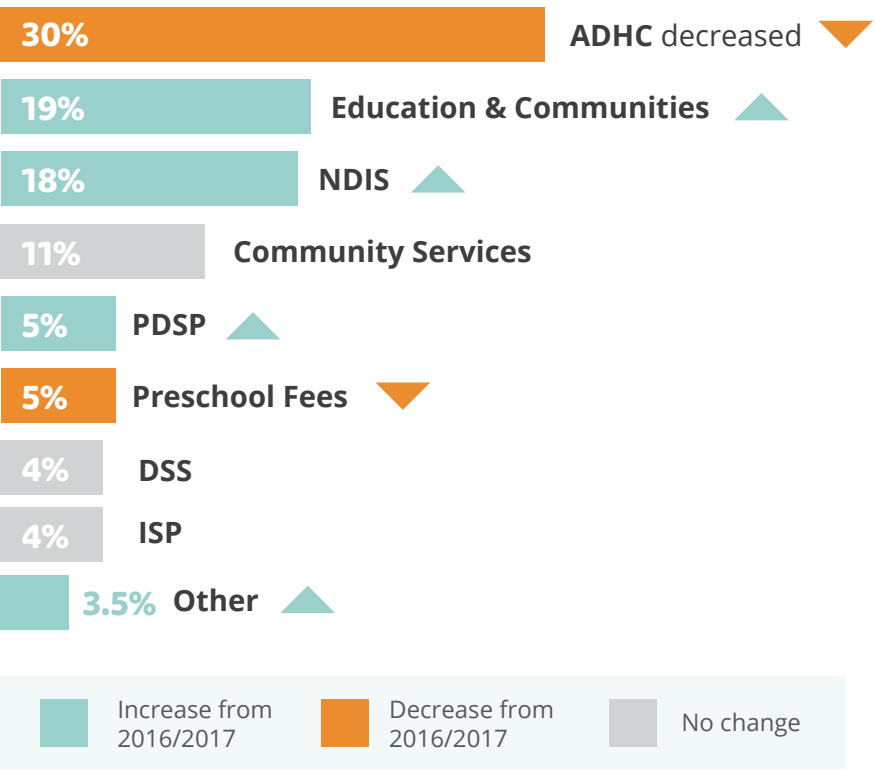
Treasurer's Report

Income

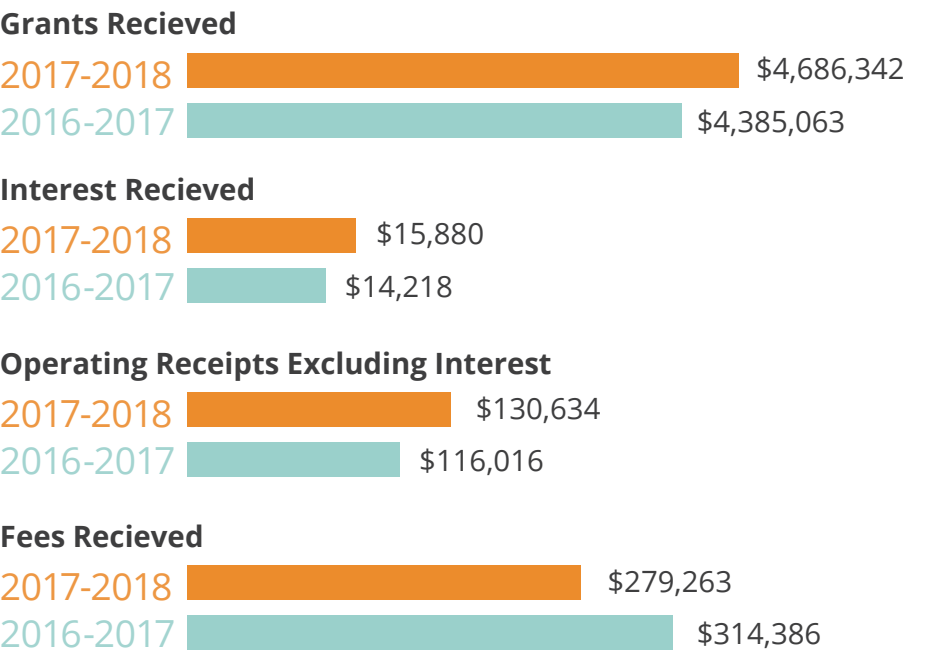
Overall Income Comparison:



Funding Sources Breakdown



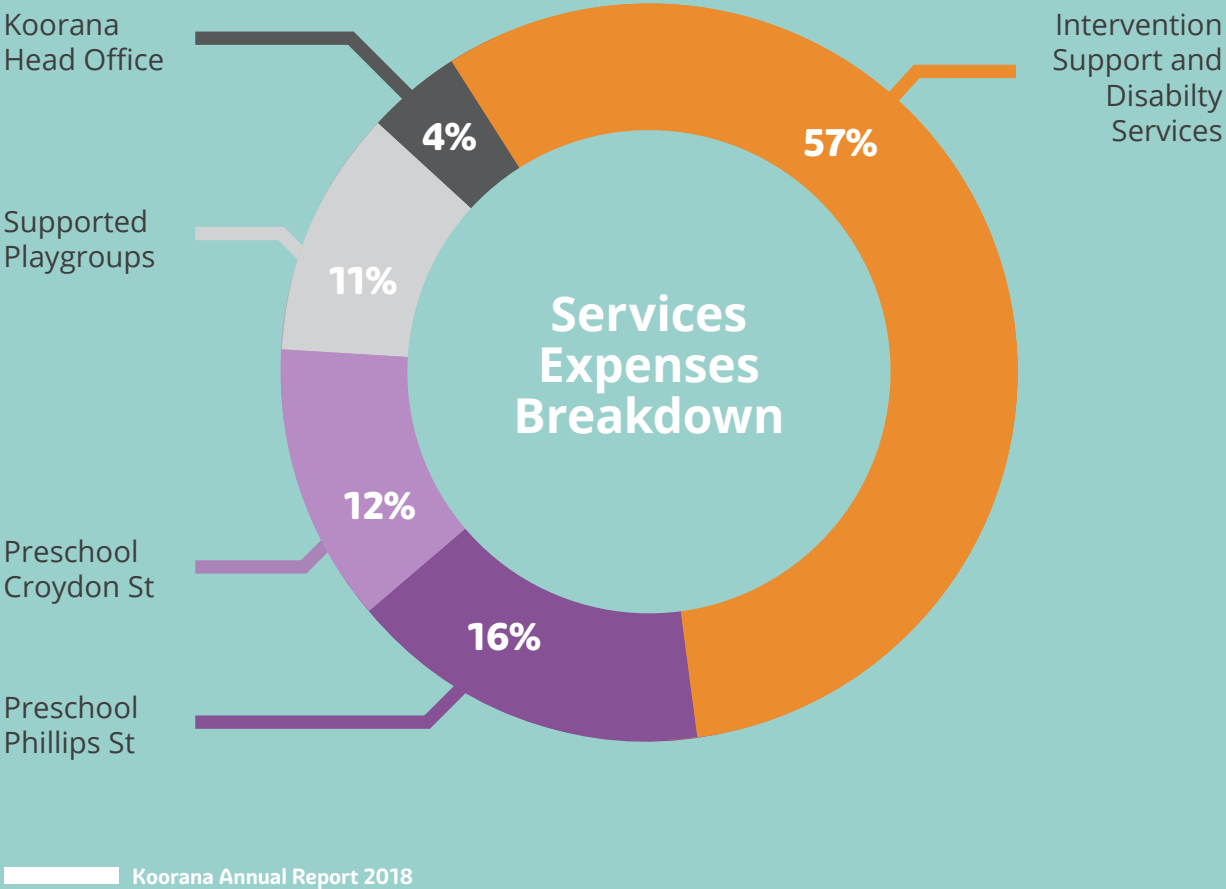
Summary Income Sources Comparison



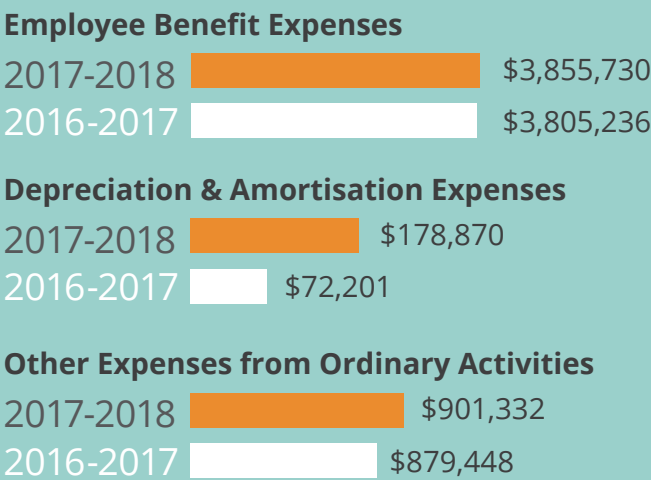
Treasurer's Report

Expenses

Overall Expenses Comparison:



Summary Expenses Services Comparison



Treasurer's Report

Cash Flow

At 30th June 2018, Koorana held cash of \$1,559,968 compared to last year of \$1,220,413.

Our achievement this year would not be possible without the collaboration of our many stakeholders. I would like to take this opportunity to extend my thanks to all Koorana staff for their support, the Board for their commitment and vision, our Auditor David Conroy for his support and expert advice and last but not least, our donors, sponsors, and families, without whom we could not have achieved the results of this year.

Koorana has consolidated its achievements in 2017-18 and we are looking forward to a successful year ahead. The accounts for the period ending 30th June 2018 are herein presented for your perusal and acceptance, duly audited by Conroy Audit & Advisory – Chartered Accountants.

Kind regards,
Syed Ammar Hasan



Audited Financial Statements

Statement of Profit or Loss & Other Comprehensive Income For the Year Ended 30 June 2018

	2018	2017
Revenues from ordinary activities	5,112,118	4,829,683
Administration expenses	(448,002)	(355,837)
Depreciation and amortisation expenses	(178,870)	(72,201)
Program cost	(168,229)	(183,559)
Occupancy expenses	(268,687)	(326,754)
Employee benefits expenses	(3,855,730)	(3,805,236)
Other expenses from ordinary activities	(16,414)	(13,2998)
Current year surplus/(deficit) before income tax	176,186	72,798
Income tax expense	-	-
Current year surplus/ (deficit)	176,186	72,798
Other comprehensive income		
Gains on revaluation of land and buildings	-	390,000
Total comprehensive income for the year	176,186	462,798
Total comprehensive income attributable to members of the entity	176,186	462,798

Statement of Financial Position as at 30 June 2018

	2018	2017
Current Assests		
Cash and cash equivalents	1,559,968	1,220,413
Receivables	144,030	203,121
Total Cuurent Assests	1,703 998	1,423,534
Non - Current Assests		
Property, plant and equipment	1,584,879	1,687,134
Total Non - Current Assests	1,584,879	1,687,134
Total Assests	3,288,877	3,110,668
Current Liabilities		
Payables	752,738	739,497
Provisions	385,516	396,734
Total Current Liabilities	1,138,254	1,136,231
Total Liabilities	1,138,254	1,136,231
Net Assests	2,150,623	1,974,437
Equity		
Reserves	1,490,000	1,490,000
Retained surplus	660,623	484,437
Total Equity	2,150,623	1,974,437

Audited Financial Statements

Statement of Changes in Equity For the Year Ended 30 June 2018			
	Assest Revaluation Reserve (\$)	Retained Earnings (\$)	Total (\$)
Changes in Equity			
Balance at 1 July 2016	1,100,000	411,639	1,511,639
Net surplus for the year	-	72,798	72,798
Other comprehensive income for the year			
Gains on revaluation of land and buildings	390,000		390,000
Balance at 30 June 2017	1,490,000	484,437	1,974,437
Net surplus for the year	-	176,186	176,186
Balance at 30 June 2018	1,490,000	660,623	2,150,623



Statement of Cash Flows For the Year Ended 30 June 2018		
	2018	2017
Cash Flows From Operating Activities		
Fees received	1,195,722	317,431
Grants received	4,156,730	4,937,078
Interest received	15,880	14,218
Other operating receipts	126,625	163,321
Payments to suppliers and employees	(5,106,060)	(5,202,364)
Net Cash Provided by Operating Activities	388,897	229,684
Cash Flows From Investing Activities		
Proceeds on sale of fixed assets	-	-
Fixed asset purchases	(49,342)	(37,985)
Net cash provided by investing activities	(49,342)	(37,985)
Net increase (decrease) in cash held	339,555	191,699
Cash at the beginning of the financial year	1,220,413	1,028,714
Cash at the end of the financial year	1,559,968	1,220,413

Letter from the Auditor

Independent Audit Report to the Members of Koorana Child and Family Services LTD

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 2018¹ the statement of profit or loss¹ statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

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

- giving a true and fair view of the registered entity's financial position as at 30 June 2018 and of its financial performance for the year then ended
- 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 11 O: 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 2018, 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.



Letter from the Auditor

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.



Letter from the Auditor

- 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 Company'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 Company 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

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

D R Conroy, Principal Sydney, 24-Sep-18





Thank You To Our Supporters & Funders

Koorana would like to thank and acknowledge our generous supporters in 2017-18, whose commitment has greatly enriched the outcomes of the families who attend our programs.

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

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



Get Involved

Make a Donation

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

Become a Member of the Board of Directors

Please send your resume to jobs@koorana.org.au or call Vicki Battisti, CEO about becoming a member of the Board.

Volunteer

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

Fundraise for Koorana

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

Remember us in Your Will

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

Become a Partner

Koorana cherishes its relationships with all businesses who can help us deliver our Early Education, Intervention and Family Support programs. Support from businesses can take many forms including gifts in kind, discounted services or sponsorship.

Koorana guarantees that 100% of your donation will directly contribute to the provision of Early Education, Intervention and Family Support. For more information on how you can help Koorana continue to provide important early childhood services and programs in your local community, please call the Koorana office on (02) 9750 4100 or visit our website at www.koorana.org.au Koorana holds endorsement as a deductible gift recipient. All donations over \$2 are tax deductible.





All children, All abilities, All possibilities

Koorana Child & Family Services Ltd

ABN 98 173 846 132

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Website: www.koorana.org.au

Facebook: facebook.com/koorana

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