



KARI
LIMITED



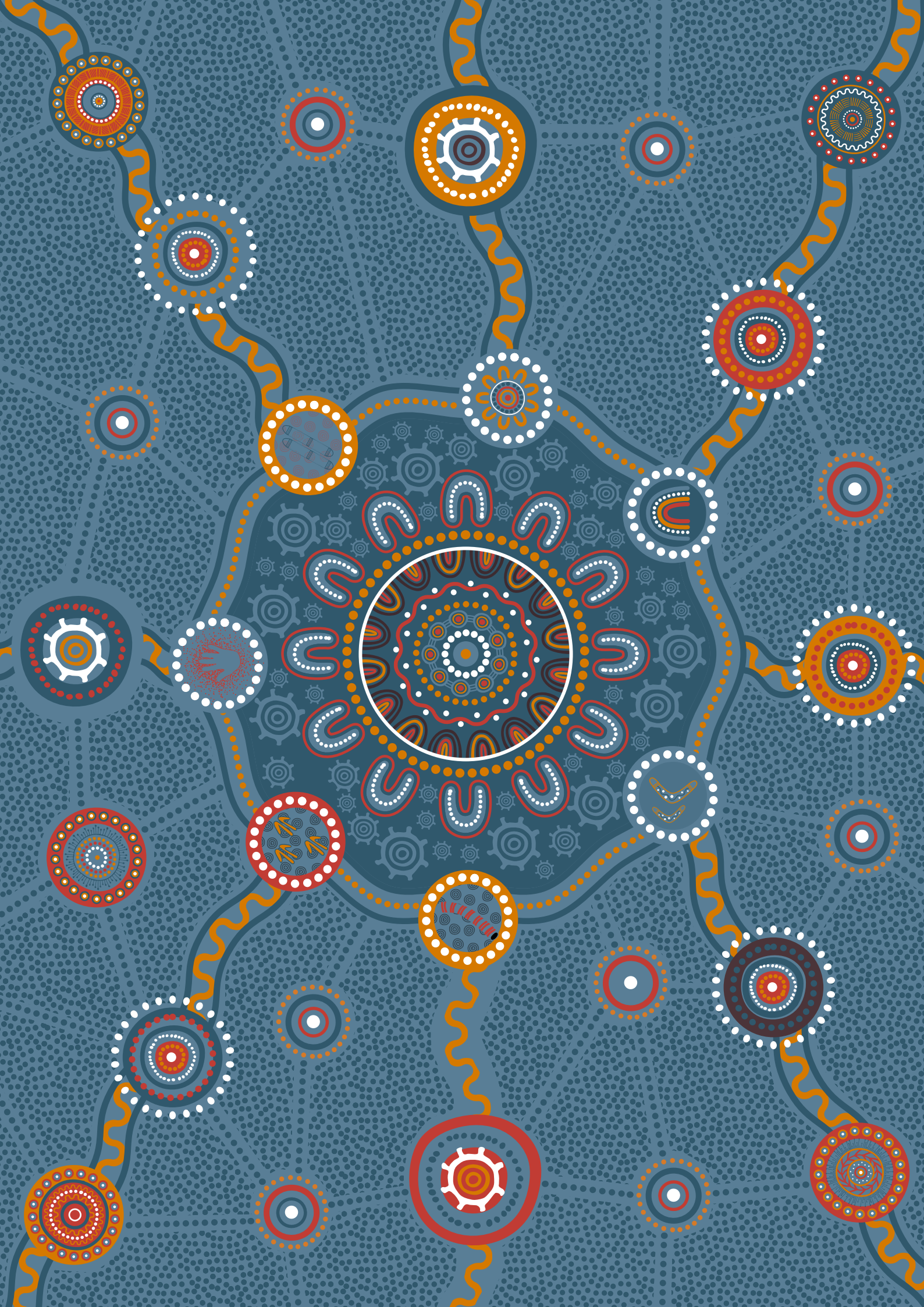
ANNUAL REPORT 2021 - 2022

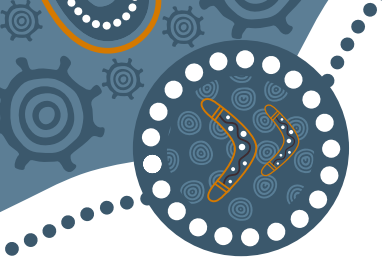
KARI Ltd acknowledges the Traditional Owners and Custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community.
We pay our respects to the people, the cultures and the Elders past, present and emerging.

* Aboriginal and Torres Strait Islander people should be aware that this publication may contain images / names of people who are deceased.

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OUR MISSION - OUR VISION

KARI Ltd's purpose is to build strength in families and services that are available to Indigenous youth and communities.

KARI aims to help Aboriginal families, youth and communities flourish into the future.

KARI Ltd's Statement of Commitment to the local Community

KARI is committed to providing quality, sustainable services to Aboriginal communities, especially in the areas of Aboriginal child protection and Aboriginal community support programs.

We will continue to seek further opportunities to expand our programs and service delivery.

We will continue to develop local partnerships with our key stakeholders to enhance our resources and service delivery.

We will endeavour to deliver all our programs in a culturally appropriate manner and promote the ideals of self-determination.

The service will conduct itself in a professional manner, and deliver programs that are of a high standard and deliver good outcomes.

This will be achieved by adhering to quality policies and procedures, good recruitment practices, staff support, community involvement, maintaining partnerships as well as open communication.





Image source: Istock



CHAIRPERSON REPORT

"I would like to acknowledge the fact that many of our children and young people in care have successfully been reunited with their birth families".



Amid another difficult year of continued COVID-19 lockdowns, we continued to deliver all of our services and programs to a very high standard. We were able to do this by implementing some creative initiatives where people's safety and wellbeing were at the forefront.

Returning to face-to-face service delivery, we were able to activate our 'Community Unity Day' event that saw over 2000 community members attend. This event is a highlight on the program calendar and is supported and attended by several leading organisations and services who provide invaluable advice and referral information/resources to community in a culturally safe and supportive environment.

I would like to say a big thank you to our Foster Carers, many of who have been with the service for several years. Their ongoing loyalty, commitment and great support to our children and young people in care is very much appreciated. I would also like to acknowledge the efforts of our Restoration team who work tirelessly towards returning kids back to family. Your efforts paid off with a high percentage of children and young people case managed by the program successfully reunited with their birth families.

To all our staff, thank you for once again stepping up during these testing times.

I would also like to thank the KARI Board for their continued support throughout the year and I would like to also acknowledge our CEO for her great leadership.

Yours sincerely,

Gary Potts
Chairperson

CEO REPORT

“Across the 2021/22 financial year, we were once again forced to be agile in our service delivery due to the complications that arose from COVID-19. These complications sparked a resilience across all program areas with staff forced to be innovative regarding service delivery and services offered in order to ensure our target audience had access to resources and support. ”



The vision of KARI Ltd is to create the opportunities for Aboriginal children, youth, families and communities to flourish and I am delighted to report every funded program met, and often exceeded, program reporting requirements.

Our Early Intervention Programs exceeded service delivery targets, offering a range of new services and initiatives designed to assist individuals and families in overcoming vulnerabilities.

Our Family Preservation Program worked tirelessly to ensure our families were well supported and resourced to prevent further escalation through the child protection system.

Our Permanency Support Program continued to provide a holistic model of service delivery. The collaborative approach resulted in a high number of children restored to family.

As a service seeking to continuously improve, we will be turning our attention to evaluating program effectiveness. Reviewing service systems to ensure we are offering impactful, sustainable and meaningful service delivery that meets our mission of building strength in families, is incredibly important.

To the children, young people, families and organisations that are on this journey with us, I extend my sincerest thanks for your willingness to share, learn and explore the endless possibilities together. It is collaboration that is the key to success.

To our dedicated staff and foster carers, your unfaltering commitment to provide high quality holistic service provision is something I am immensely proud of. Thank you for all you do to support our children and their families in their moments of need.

Lastly, I would like to thank the KARI Board of Management for your on-going support and guidance.

Yours sincerely,

Casey Ralph
KARI Foundation Ltd CEO



BOARD OF MANAGEMENT PROFILES

GARY POTTS
CHAIRPERSON



Gary, a Wiradjuri man originally from Parkes NSW, has spent the majority of his days in Campbelltown. A proud father, grandfather and a devoted husband to his loving wife Debbie, Gary has been a leader in Aboriginal Affairs since 1992.

He's held a number of positions on boards and committees in the Campbelltown/Liverpool areas and is currently employed with the NSW Department of Education, where he performs a crucial role as an Aboriginal Education Specialist. Both Gary and Debbie know firsthand the trials and tribulations that come with being a foster carer; they also know the rewards. They themselves have been foster carers for a number of years.

Gary is honoured to be KARI's Chairperson and is thrilled to see the service grow to become a leader in the field of Aboriginal child protection, prevention and community capacity building.

PAUL RALPH
DIRECTOR



A founding member of KARI and former CEO, Paul is a proud Aboriginal man with family connections from both the North Coast and South Coast of NSW. For the past 35 years he has lived in Gandangara Country, South West Sydney.

During his professional career, Paul has worked across a number of important Aboriginal portfolios specific to employment outcomes, housing, education and human services. Such a position has given him the opportunity to visit many Aboriginal communities and witness firsthand the vast social issues affecting Indigenous Australians today – as well as the sheer resilience of the world's oldest living culture.

Since 1999, Paul has been committed to working exclusively in the Aboriginal community sector and has found this to be the most challenging and exciting time of his professional career.

ISABELLE PHILLIPS
DIRECTOR



Isabelle, PhD, GAICD, she/her is a leadership authority, Consulting Partner at Mackerel Sky – Leadership Matters and Co-Founder of Mindfulness for the Global Village. Her consulting work focuses on assisting leaders to create spaces for workforce populations to flourish and thrive.

Isabelle has a powerful track record actively supporting talent and leadership in Australia, New Zealand, Singapore and China. She also brings the business case for diversity and inclusion to her public sector and multi-national client base. Clients gain diversity dividends, recognise unconscious bias, and strategically position their enterprises to succeed in the global village.

Isabelle's research investigates the fascinating neurobiological drivers of workplace performance, wellness and sustainability in tumultuous times. Isabelle has enjoyed her work in the positive psychology team at the UTS Business school for the past six years. Isabelle is a seasoned learning and development professional and sought-after leadership coach.



STEPHEN ELLA
DIRECTOR



Stephen is an Aboriginal man from the Yuin Nation on the South Coast of NSW, however he grew up in the Aboriginal community of La Perouse. Stephen is the Manager of Nunyara Aboriginal Health Unit for the Central Coast Local Health District; has a 20 year background in Aboriginal Drug and Alcohol work and was inducted into the National Indigenous Drug and Alcohol Honour Roll in 2012 at the National Indigenous Drug Alcohol conference in Fremantle. He was awarded the First Peoples award at the Australasian Professional Society on Alcohol and other Drugs (APSAD) conference in Brisbane in 2013.

Stephen is a member of the NSW Health Aboriginal Directors and Managers Strategic Leadership Group and previously lectured at Sydney University as an Adjunct lecturer. Stephen has also co-authored a handbook for Aboriginal Alcohol and Drug Work and is an Associate Investigator with the Centre of Research Excellence Indigenous Health and Alcohol Research.

CASEY RALPH
CEO



Casey is a proud Aboriginal woman with connections to the North and South Coasts of NSW. She has spent the majority of her life living on Gandangara Country in South Western Sydney.

Casey started her career working in education and in 2005 transitioned to working within the community welfare sector. She is now the current CEO of both KARI Ltd and KARI Foundation.

Casey is passionate about ensuring that Aboriginal children, families and communities have every opportunity afforded to them and is committed to designing and implementing innovative programs that empower, support and enhance skill development.



KARI LTD SERVICES

Community Programs Initiatives

Our community programs target Aboriginal youth, families, groups and businesses. We will always proudly promote local Indigenous culture, history and values through the coordination and participation of community events.

Prevention

Our prevention services target Aboriginal youth, families, groups and communities.

Achieved through culturally appropriate programs and initiatives that build capacity in individuals, families and communities.

Aboriginal Foster Care

We co-ordinate the delivery of a full case management model to our children and young people in care. We recruit, train and support quality Aboriginal people in foster care roles.

We provide placement opportunities for Aboriginal children from birth to 18 years for medium, long-term or respite care.

Promoting Community and Cultural Awareness

Where appropriate, we will ensure that cultural awareness is prevalent within our service model.

We will always proudly promote local Indigenous culture, history and values through the coordination and participation of community events.

Aboriginal Advocacy

We continue to provide an advocacy support role to our community ensuring they are assisted in an appropriate manner.

We will advocate in a positive and professional manner on any matters or issues relevant to improving outcomes for Aboriginal people.

Partnership Exploration

Where possible, we will seek opportunities to develop key relationships with a variety of corporate organisations, agencies, funding bodies or groups in an effort to provide better outcomes for our clients and community.

SERVICE STRUCTURE

KARI Ltd Board Management

KARI Ltd TEAM

KARI Ltd Programs

Community

Networking

Program
Management

Systems and
infrastructure



OUR VALUES AND STANDARDS

Courtesy and Respect

Your views and needs are important to us. You can expect our respect, professionalism, objectivity and confidentiality. You will be assisted by a polite, responsive and knowledgeable employee.

Fairness

Our services will be objective, irrespective of the role you play in the service's activities. This is also regardless of culture, race, colour, origin, sex, religion, age, disability, political beliefs and marital or familial status.

Clarity

We will clearly explain to you what we do, how our programs work and who to contact for further assistance. If our information is unclear, tell us, so we can make it clearer for you.

Accessibility

We are available to serve you and talk to individuals and organisations about our programs. Just contact us by phone, email, fax or our social media pages.

Responsiveness

We will continue to seek your views, attempt to address your needs and take action where appropriate. If you are not satisfied with any aspect of our service, programs or initiatives, tell us, so we can continue to improve.

Advocacy

We will always endeavour to advocate on behalf of the Aboriginal community where appropriate and possible. Our advocacy will ensure that Aboriginal views, concerns and feelings are heard and acknowledged.

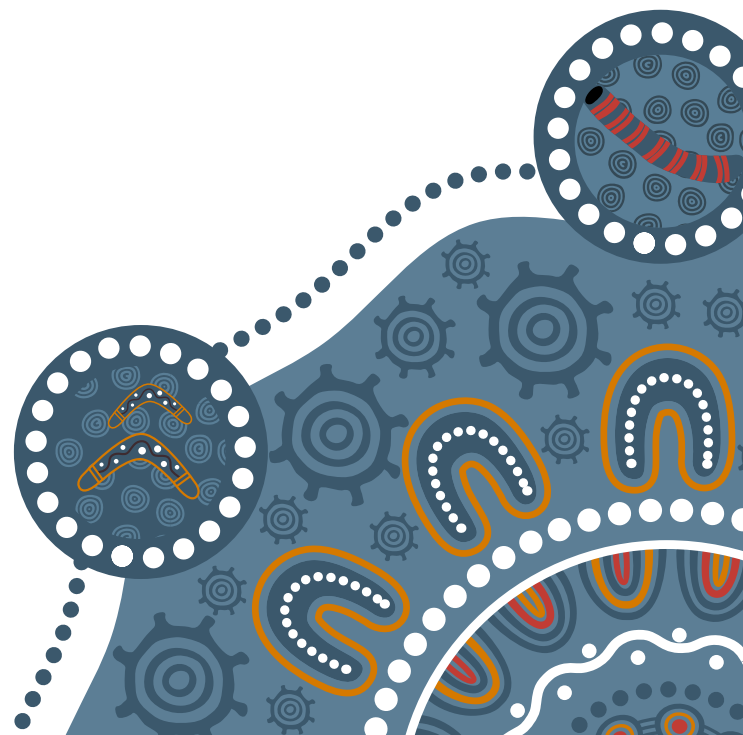
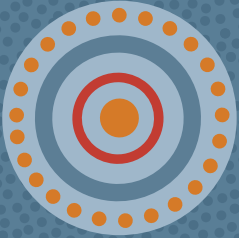




Image source: Istock

Targeted Early Intervention Family Support



KARI Ltd's Targeted Early Intervention (TEI) Family Support services aim to improve outcomes for Aboriginal children, families and communities.

Services we offer are delivered across two focus streams:

- **Community strengthening**
Providing activities that build cohesion, inclusion and wellbeing across all communities, and empower Aboriginal community.
- **Wellbeing and safety**
Providing activities that support families and individuals, and provide opportunities for personal development.

Our team endeavour to provide information and assistance to children, young people and families who are experiencing or are at risk of a number of vulnerabilities. We do this in a range of ways. From triaging phone calls and email enquiries to the facilitation of programs, events and initiatives. We also provide short-term case management support, where an allocated KARI Support Officer will work closely with clients for a period of up to six months.

Our key focus is to link clients to specialist support. Ultimately helping to build sustainable foundations for the future.





Image source: Istock

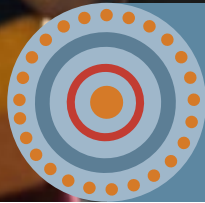
SUMMARY OF PROGRAMS, EVENTS AND INITIATIVES DELIVERED IN 2021/2022

Case Management Support

Our short-term case management service provided individuals and families with the help, support, and advice they needed to overcome challenges they experienced this financial year.



Image source: Istock



154

Received case management support

Our staff provided support to over 154 individuals across the following domains:

- Health
- Early Childhood
- Legal
- Housing
- Education
- Domestic Violence
- Employment

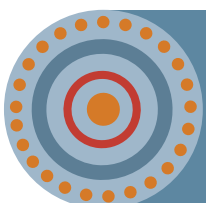
Employment Hub

This year we were proud to announce a new partnership initiative. KARI have partnered with AES (Aboriginal Employment Strategy) to provide Employment and study support to our community. The TEI Team often transport the clients to the AES office in Campbelltown.

AES have given our clients the opportunity to develop a resume and cover letter, have practiced interviews and had discussions about personal presentation for job interviews. We have seen a number of clients who have successfully gained employment or have moved on to further study, thanks to their involvement with the employment hub.



Image source: Istock



15

Received Employment Hub assistance



Image source: Istock

Housing Hub KARI Liverpool

Ask questions and receive support on all housing related matters over the phone.
31 August 2021

TO REGISTER PLEASE CONTACT BRIONY LIVINGSTONE ON (02) 8782 0300

KARI Ltd
 Level 3, 131 - 135 George Street, Liverpool NSW 2150
 PO Box 207, Liverpool NSW 2157
 p: (02) 8782 0300 f: (02) 8782 0355
 briony.livingstone@kari.org.au
 www.kari.org.au

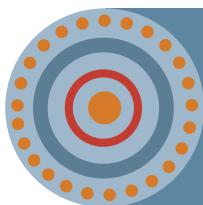
KARI NSW Communities & Justice

Housing Hub

In addition to the Employment Hub, our clients also received assistance via the KARI Foundation 'Rent Choice Youth Program'.

The program helps young people aged 16 to 24 years find a place to live (in a private rental unit, flat or home), obtain approval for a lease, pay rent for up to three years, stay in a current rental (if it's affordable), and receive financial rent assistance. The program also supports youth to find study and job opportunities to help them to eventually achieve financial independence.

The aim of the program is to provide a pathway, so by the end of the subsidy period, they have the capacity to live without government assistance.



15 Received Rent Choice Youth Assistance



PARENTING PROGRAMS

Each school term we offer our community the opportunity to participate in a group-based parenting program. These programs aim to increase positive parenting practices, social connections and improve parent child interactions. This year we offered the following courses:

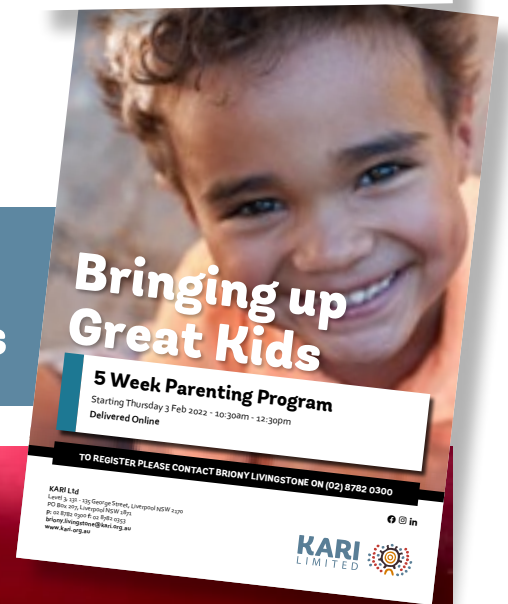
Building Bullying Shield

In October, Catholic Care delivered two 'Building Bullying Shield' programs this year. We had 15 clients and community members register to attend. This program is designed to actively help parents give their children the best solutions to manage bullying at school.

Bringing up Great Kids

In February and March Catholic Care also delivered 'Bringing up Great Kids' online via Microsoft Teams. We had 13 clients and community members register to attend. 'Bringing up Great Kids' promotes and supports respectful, caring, and nurturing relationships between parents and their children.

In a supportive group setting, parents are encouraged to become more reflective and mindful in their parenting approach.



35 Clients Attended Parenting programs



Image source: Istock



Image source: Istock

FINANCIAL SUPPORT PROGRAMS

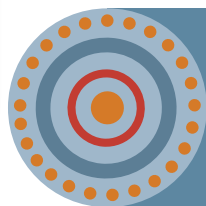
MoneyMinded

The KARI Team delivered 'MoneyMinded' to a group of seven community members on 18 March. 'MoneyMinded' is a flexible adult financial education program that builds knowledge, confidence and skills to help people make informed decisions and manage their money. It is ANZ's flagship program to improve financial wellbeing in the community. It supports ANZ's purpose to shape a world where people and communities thrive.

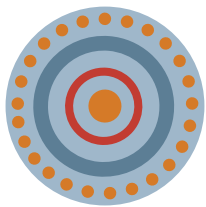


My Money Dream

In addition to 'MoneyMinded', we had 38 community clients participate in and complete 'My Money Dream'. 'My Money Dream' is an online financial literacy education program developed in a partnership with First Nations Foundation and CommBank. This program is for Aboriginal and Torres Strait Islander Learners aged 16-60. Its focus on increasing good money habits and building financial prosperity.



45 Attended financial support programs



WOMEN'S GROUP

The ongoing purpose of our Women's Group is to bring local Aboriginal women together to connect, share, engage and explore their culture through group-based activities.

This year we facilitated the following workshops:

Cultural Crystal Art

We held our first online Women's Group with a great turn out of 14 women joining us on Microsoft Teams, they completed their very own design crystal art piece.

Each participant received an at home program kit via post which included a crystal art board of their choice (either 'Connections' by Jenni McEwen or 'A Shared Journey' by Brian DeVries), a bottle of water and a packet of ANZAC Biscuits infused with Wattleseed.

The participants had a great time, that was filled with laughs and stories whilst completing our crystal art together.



Image source: Istock

**Online Women's Group
Crystal Art Yarning**

Connect with other women Learn about culture
Gain new creative skills Have FUN!

Online Fridays weekly via Zoom
Time: 10:30 - 12:30pm

The purpose of this women's group is to have Aboriginal women or women with Aboriginal kids in the community participate in some fun creative arts and craft incorporating some culture into the activities.

To register, please contact Rose Lord
(02) 8782 0300 or at rose.lord@kari.org.au

KARI LIMITED



'Connections'

Artwork by Jenni McEwen.

This artwork represents the underlying connections to land, culture, and dreaming.



'A Shared Journey'

Artwork by Brian DeVries.

This piece represents KARI and the community's commitment to journey together and speaking with one voice.

Connect, share, engage and explore culture through group-based activities



One of our participants putting together their wreath

Native Floral Arrangement Workshop

Lisa Mangion, from Pot & Posy facilitated a Native Floral Arrangement Workshop, at the Liverpool office in May - our first face-to-face Womens Group meet up since the pandemic began.

Lisa shared her knowledge and spoke about various native flowers and plants the group were using in their arrangements.

The attending clients enjoyed their day and were able to take home their beautiful native, floral arrangements for Mothers Day.



TEI Womens Group Cultural Arts and Craft Monday June 7th Wreath Making Workshop with Lisa from Pot and Posy

Workshop One - 10am to 11am.

Workshop Two - 11:30am to 12:30pm.

The group is open to women living in the Liverpool, Fairfield & Bankstown areas.

There are limited spaces available.

Call Renee Clayton on (02) 8782 0300 or renee.clayton@kari.org.au to find out more.

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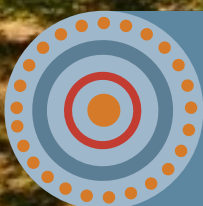


MOTHERS AND CHILDRENS CAMP

Our Mothers and Children's Camps continue to be popular with the community. These camps promote positive relationships, particularly around exploring emotional safety and trust building for young attendees and their parent.

In mid March KARI staff accompanied seven mums and 14 children to the Central Coast Campgrounds in Canton Beach. Upon arrival the Mothers and children got settled and prepared to complete the MoneyMinded financial literacy program with one of our KARI staff members. During this program the clients had discussions around money management, how to create a budget, reducing debt and potential saving opportunities.

One of the highlights from this year's camp was the creation of family produced art works. The families were asked to create a piece of art they felt represented themselves, using traditional symbols and teamwork. This activity was well received and promoted quality family time, whilst immersing themselves in cultural exploration.



7 Mothers & 14 Children attended

Image source: unsplash.com



Father & Sons camp

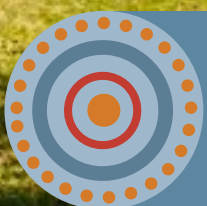
FATHER AND SONS CAMP

The Fathers and Sons Camp present opportunities for our fathers to bond and strengthen their relationships with their sons through cultural learning and engagement.

Due to COVID-19 the Annual Father and Son's camp was postponed on two occasions, it was previously scheduled to occur in November 2021 and January 2022. This camp was finally able to proceed in late April, early May.

Male staff from the KARI Foundation support programs accompanied five fathers and 11 Children to CCC (Christian Community Churches) Toukley. Dragon Training Reptile Show attended the camp and the families had an opportunity to hold, learn and talk about different reptiles.

Each family were given a didgeridoo to decorate and play. We received some positive feedback from the fathers who enjoyed the cultural aspect of the camp and loved the opportunity to get outside, connect to nature and go fishing with their sons.



5 Fathers & **11** Sons attended



YOUTH LEADERSHIP CAMP

This camp aims to support Aboriginal young people who have been identified as future leaders within their school community. The camp focuses on developing, nurturing and empowering their leadership potential from both a community and cultural context. During the course of this camp workshops are facilitated by KARI staff and key special guests. The camp also included team building exercises, recreational activities, cultural activities and more. This year's camp program was designed to target young Aboriginal people (mixed gender) in grades 9 and 10, attending a school in the South West Sydney Region.

Nomination forms were forwarded to all schools within the region, asking school staff members to nominate students, who they believed demonstrated qualities of leadership. We were able to provide 16 participants with the opportunity to attend multiple workshops, assisting in developing and empowering their leadership potential. The camp was three days and two nights, Tuesday 12th April 2022 to Thursday 14th April 2022. It was held at Naamaroo Uniting Venues, Chatswood.

Activities facilitated at this year's camp included;

- Icebreakers and introductions
- Leadership/goal setting workshop with Beau Champion
- Amazing Race Challenge
- Initiative and games (leadership/ team building activities)
- Aboriginal Art session
- Session on Cultural Identity, facilitated by Troy Dargan, Cultural Unit Manager



Image source: Istock

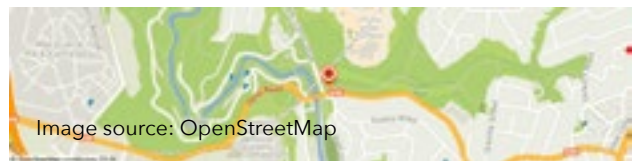
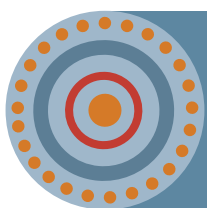


Image source: OpenStreetMap



Troy Dargan, Cultural Unit Manager, facilitates a cultural workshop.



16 Young Leaders attended



Image source: Istock

FIT CAMP

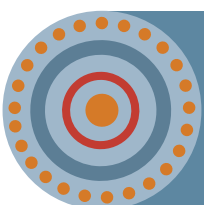
Our 'Fit Camp' program continued to be delivered weekly, online by our staff trainers Blake Ralph and Elise Falloon. We continued to see attendance from familiar faces and we also welcomed some new participants.

This iteration of 'Fit Camp' continued to focus on fitness and introduced a new social and emotional wellbeing component, that supported the participants further as we began to exit the COVID-19 cloud.

Towards the backend of this year we were able to return to face to face delivery and continued to see positive results all round.

COMMUNITY HAMPER SUPPORT

In 2021-2022 we delivered monthly hampers to over 50 clients. Providing our clients with a range of shopping essentials, fresh fruit and vegetables. This also provides an opportunity for regular face-to-face check-in between KARI Staff and clients.



600+ Hampers delivered

Image source: shutterstock

CHRISTMAS TOY DRIVE

Each year the KARI TEI Program holds a toy drive for community members who may need extra support during the Christmas period. Santa's Workshops was set up at KARI Liverpool for the Community Toy Drive. Community members were invited to attend and select toys to place under the tree for their children.

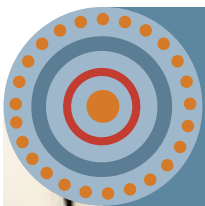
The toy drive was held over four days from 6th - 9th December. Over the four days we had 29 clients attend who all were provided with an opportunity to choose from a range of toys, stocking fillers, books and board games for their children. Overall there were 155 presents provided to community members during this year's drive.



Image source: Istock



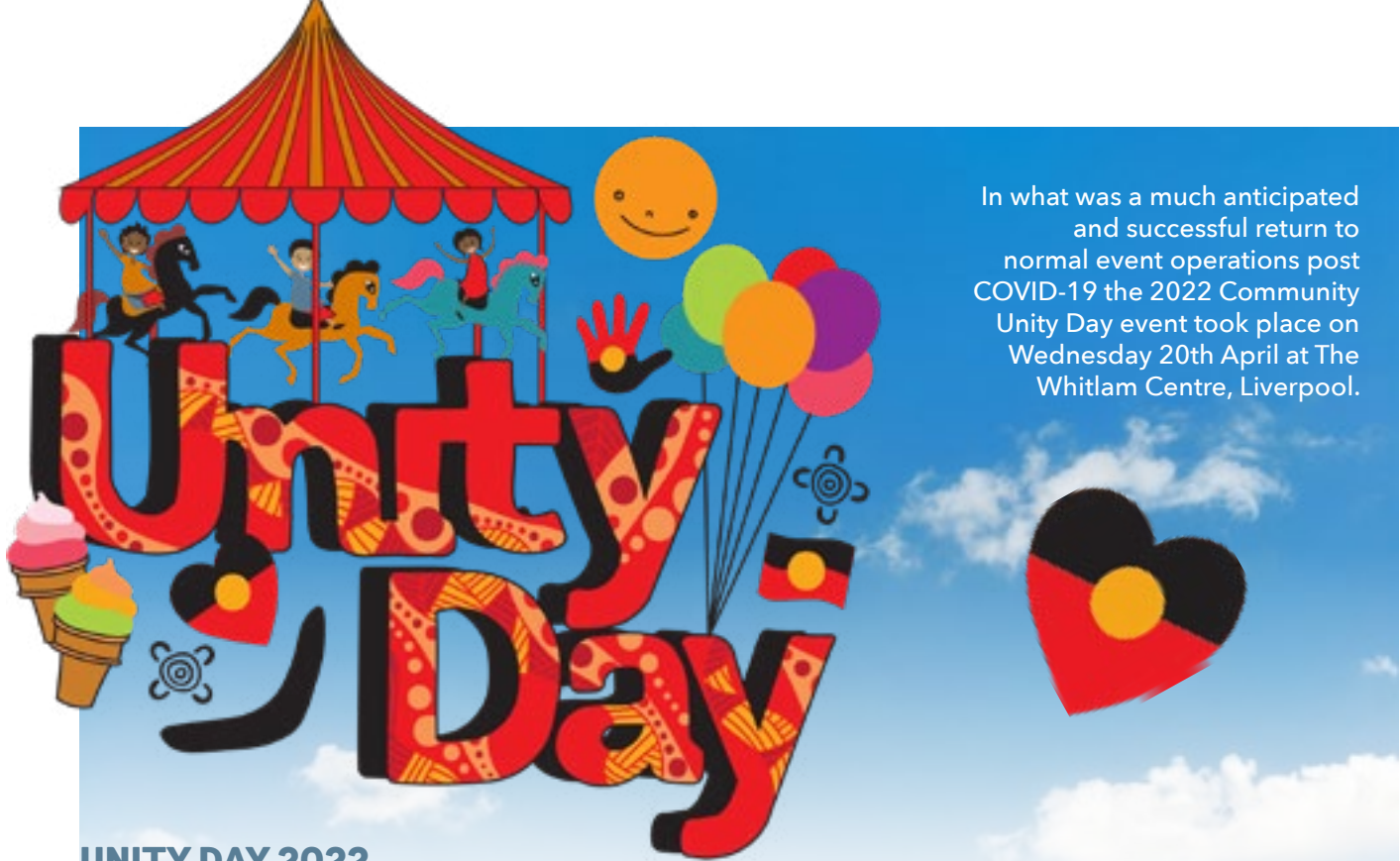
Happy carer picking up her Christmas gifts.



29 Families accessed the Christmas Toy Drive over four days



155 Christmas presents provided to community



In what was a much anticipated and successful return to normal event operations post COVID-19 the 2022 Community Unity Day event took place on Wednesday 20th April at The Whitlam Centre, Liverpool.

UNITY DAY 2022

KARI Community 'Unity Day' is a whole community event that aims to bring the Aboriginal community and non-Aboriginal community together in a day of cultural celebration and information sharing. This one-day, free event includes entertainment, a variety of food vendors, activities and rides.

Partnering services and organisations within the local area are invited to attend by having a free information stall promoting their services and provisions for the community.

This year's activities included:



Rides for all ages

Dodgem cars,
Round up,
Giant slide
+ more

Bungee Trampolines

14 interactive information stalls/services

2,500 Community members attended Unity Day 2022



Cultural Zone Didgeridoo Demonstration, Arts and Crafts



**Netball NSW
'Net Shoot Out'**



**West's Tigers
'Pass the Ball'**

The KARI Shop



Thank You!

We would like to thank all of our partnering organisations who hosted stalls and volunteered their time: Special thanks to Taylor Construction, Endeavor Energy and Wilson Security for assisting us in making this event such a continued and resounding success for our community.

We look forward to celebrating our ten-year anniversary in 2023, when Unity Day returns for OUR BIGGEST YEAR YET.





TRANSITION TO KINDY BACKPACKS

The pilot KARI 'Transition to Kindergarten Backpack' program was coordinated via the distribution of a free resource pack to Aboriginal families with a child, who identified as an early years school starter. This program was established in partnership with the Department of Communities and Justice (DCJ).

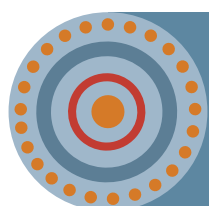
The pack consisted of a school bag and carefully selected, relevant resources to nurture skill development and further support the transition of Aboriginal youth into Kindergarten from home.

The TEI Program had 450 'Transition to Kindergarten' backpacks to handout at three different pop up locations. Schools were also provided the choice to have the backpacks delivered if they were unable to be collected in person.

Community members were able to pick these backpacks up from the KARI Liverpool Office as well as the below locations:

- 11 November : Edwin Wheeler Reserve, Sadler
- 18 November : Fox Reserve, Padstow
- 25 November : Bradbury Oval, Bradbury

A number of children came along with their parents to pick up their backpacks.



The children were excited opening the bags to see what was in them

Included in the backpacks:

- Lunchbox
- Drink bottle
- Pencil case
- Scissors
- Coloured pencils
- Lead pencils
- School readiness resources for kids and parents
- Dreamtime story



Kindy starter with their new backpack

ABORIGINAL COMMUNITY PLAYGROUP

KARI's supported 'Community Playgroup' has been operational since 2015 and we welcome many Aboriginal families from the local community into this weekly service. In partnership with KARI's Clinic Team, our 'Community Playgroup' is a continued collaboration between our two programs and the local community. It supports Aboriginal families to engage with early childhood development services.

Children can sometimes experience behavioural and developmental challenges. Our Aboriginal 'Community Playgroup' offers a support-based program with the help of a psychologist, speech pathologist and occupational therapist. All three clinicians are on-hand to address any concerns parents might have about their child.

The many benefits to coming along include:

- Receiving support for a child's speech, language, motor skills, behaviour and overall learning
- Having a child's development monitored by a multidisciplinary team
- Engagement with free play, story time, craft activities, as well as social interaction with other children

Although faced with the many challenges throughout the pandemic, the ability to have families and their children return in-person to playgroup this year has been a great boost to the community and the KARI team.



Homework Centre and Breakfast Club

This year we also provided support to a number of local schools to aid 'Breakfast Club' and 'Homework Centre' activities across the South West Sydney region.



Image source: Istock

DEBUTANTE BALL

The KARI and NSW Police Force 'Debutante Ball' is a partnership program designed to 'close the gap' between the Aboriginal community and the Police Force.

It lays the foundation for a young Aboriginal woman to understand her worth and take steps towards becoming a self sufficient and independant member of the community.

The Debutante program is in partnership with our local Liverpool City Police area command, who provide partners for the female participants.

Young women are able to meet their local police in a safe and supportive environment breaking down barriers and establishing connections.

The program provides opportunities to develop and nurture self-confidence amongst the participating young women.

This program has succesfully run annually from 2012. However was heavily impacted during the COVID-19 years of 2021 and 2022 respectively.

Due to COVID-19 the NSW Police force were unable to take part in the 2021 program. Plans were put in place with hopes that the Debutante Ball could go ahead with the recruitment of nine male KARI staff members who came forward and volunteered their time to give nine young ladies from their community the opportunity to participate and make their Debut.



Debutante and Male staff member at dance rehearsals.



2021
ABORIGINAL

Debutante Ball



KARI would like to cordially invite you to the
2021 Aboriginal Debutante Ball

Saturday 23 July 2021

Venue: Liverpool Catholic Club

424 – 458 Hoxton Park Rd Liverpool

6:30pm - 11:00pm

Doors open 6pm

Smart casual attire as per club dress code

Please RSVP by **15th June 2021** to Alicia Doolan on
alicia.doolan@kari.org.au with any special food or dietary requirements.

KARI 

Aboriginal Family Support

Formerly known as the 'Brighter Futures Program', KARI's 'Aboriginal Family Support Program' is a holistic model of service delivery. KARI Ltd is one of 14 lead agencies brokered to deliver the program across NSW.

The Aboriginal Family Support team support up to 32 families across the South West Sydney region at any given time. Families supported within the program are considered at Risk of Significant Harm (ROSH). ROSH clients are referred from the NSW Department of Communities and Justice (DCJ) to prevent families escalating further through the child protection system. The team also work with community and self-referrals.

COVID-19 proved to be a challenge for many of our families throughout the year however, our team continued to provide high quality case management support ensuring our families remained engaged and connected to community. Each family is provided with a dedicated Family Support Worker who works with the family to deliver services tailored to their assessed and agreed upon needs.

Addressing the over representation of Aboriginal children and young people across the child protection system is a priority of KARI's Aboriginal Family Support Program moving forward.

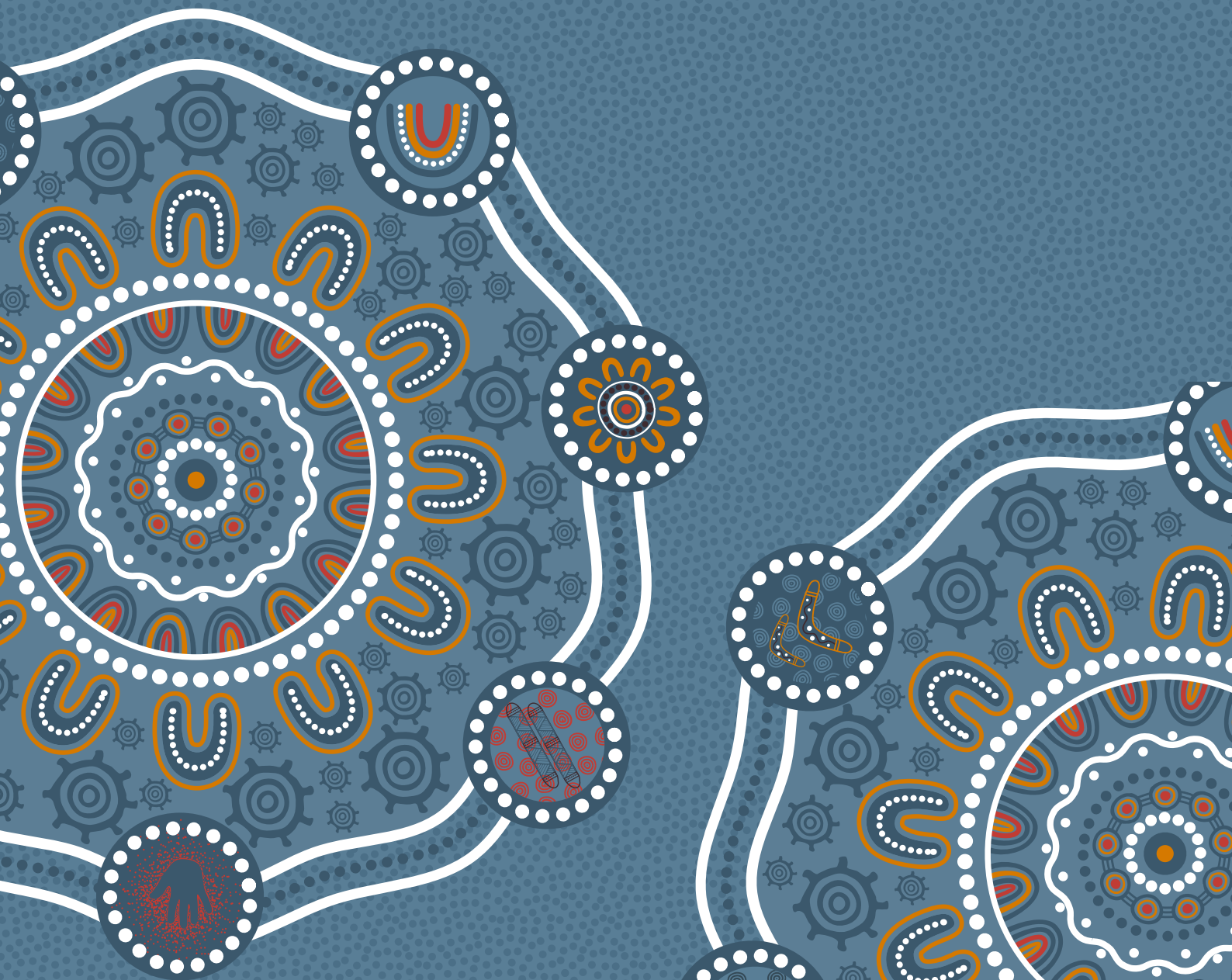




Image source: Istock

PARENT EDUCATION PROGRAMS

All families who take part in education programs can access several different support services in the one place. This promotes efficient service provision, while reducing the complexity of numerous service providers for the family.

One of the support services offered by the Family Support Team are Parenting Courses and programs. Parenting programs provide the opportunity for parents and caregivers to come together, to share skills, stories and help strengthen the bond between parent and child, all in a culturally supportive environment.

The team successfully delivered four group-based parenting programs in the 2021/2022 financial year. These programs were delivered both online and face to face due to the complexity of COVID-19.

Families were encouraged to increase their skills and knowledge around social and emotional well-being and financial literacy. These topics were chosen as families identified these as areas of concern, impacted by COVID-19 and the increased costs of living.

Attendance was high across all programs with 90% of families attending at least one course over the year period. Feedback was overwhelmingly positive with most attendees reporting they learnt new things. Family Support Workers reported that they'd seen a positive change in patterns of behaviour and clients were achieving their case plan goals earlier than anticipated.



Image source: Istock





Image source: Istock

KARI CLINIC PARTNERSHIP

KARI 'Aboriginal Family Support' officially partnered with KARI Foundation's Multi-Disciplinary Clinic in 2021/2022.

Via the clinic, children and young people engaged in the program were able to access direct assessment and intervention. Every child aged under 17, not engaged within the NDIS Scheme, received a full screening assessment by our team of allied health professionals. Our clinical team includes, paediatrics, speech pathologists, occupational therapists, and psychologists.



PROGRAM EVENTS

Vacation Care

During the first half of the year, the team had to get creative, with NSW subject to several restrictions impacting the ability to deliver services face-to-face.

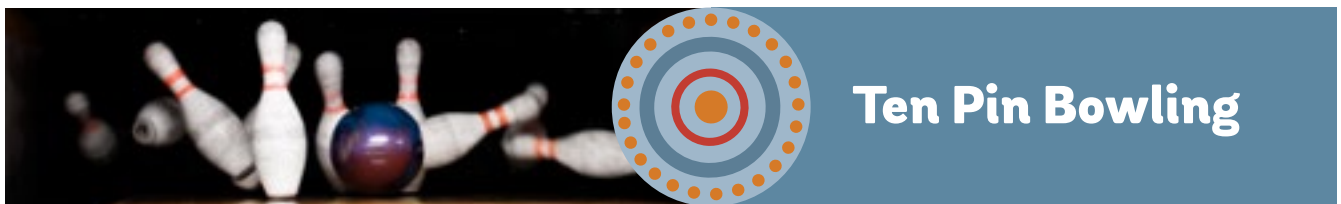
Partnering with the KARI Foundation, in the July, October and January school holiday periods, every family within the program received a themed vacation care box. With themes included cultural art and crafts, cultural infused cooking classes and mixed sports. Families had access to new experiences, all whilst learning about elements of Aboriginal culture.

These packs were a massive hit. Parents were grateful that their children had activities to keep them entertained at home and children were excited to get their hands into something new. The most encouraging thing about this initiative is both adults and children alike, reported the activities encouraged more family time, as everyone was actively interested in participating.



Each pack contained eight of these recipe cards

We were able to deliver a number of vacation care activities across the April school holiday period. The children in attendance had an action packed three days at Ten Pin Bowling, the movies and the Sydney Zoo. There were many fun times had and new friendships developed amongst the group.



FAMILY CAMP

The Brighter Futures Family Camp ran from Friday 22nd April to Sunday 24th April 2022 and was hosted again at CCC (Christian Community Churches) Central Coast Toukley.

The camp facilitators delivered some fun activities to our campers' including;

- Quad biking
- Canoeing
- Flying Fox
- Giant Swing



Fun on the playground



Camp participant on the flying fox

The Brighter Futures team also organised and facilitated a wide range of culturally based activities;



Activities included:

- Feature Creatures Live Wildlife display
- Cultural Arts/Crafts
- Scrapbooking
- Cultural Amazing Race
- Night Camp Fire making edible damper snakes

The post camp evaluation showed participants gained a greater understanding of their culture, through discussions with other families and via our Amazing Race activity, where the trivia stop challenged each family with topical questions related to their cultural identity.

CHRISTMAS ACTIVITIES

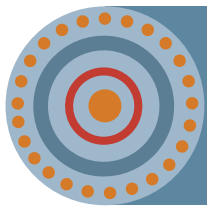
The annual Christmas Carols at Luna Park was back again in 2021/2022 much to the delight of staff and families.

Over 100 clients who engaged in the Family Support Program attended the 2021 event taking over Sydney's Luna Park. The action-packed day full of entertainment was inclusive of rides, Christmas arts and crafts and a surprise visit from Santa.

Every family also received a large Christmas Hamper filled with fresh fruit and vegetables, meat and staple pantry items to ensure families could celebrate the festive season. Every child engaged in the program also received a Christmas gift, personally selected, wrapped and delivered by their Family Support Worker.



Participants with festive mascots.



500 +

**children, young people and adults
attended the 2021 Carols event
at Luna Park**



KARI kids enjoying Luna Park's awesome rides.





Staff pose with Santa's elves.

Permanency Support Program

The KARI Ltd Permanency Support Program (PSP) strives to ensure vulnerable Aboriginal families, carers, children and young people receive a comprehensive case management service.

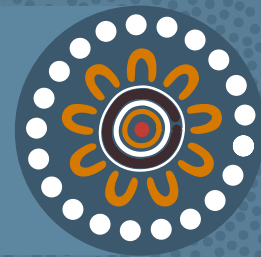
The goal being person centred and child focused service delivery, embedded in culture and grounded in the practice of shared risk, collaboration and open communication.

KARI Ltd continues to lead the sector in our service delivery from a culturally strong and trauma informed base. Connecting carers, young people and service providers across the KARI family, focuses on children and young people, providing them with the village they need to thrive.



Enriching the lives of Aboriginal children and families

100+ Dedicated
Staff



Supporting

430+ Children

and their families

Across PSP programs, over 100 dedicated and passionate staff support more than 430 children and their families. These include, not only front-line staff but a host of supporting staff, managers and office staff, who all play an important part in our service delivery.

KARI's PSP service delivery will only continue to grow, improve and lead. Enriching the lives of Aboriginal children and families and by extension the workforce, sector and wider community.

This year, in a post COVID-19 space, all staff, families and carers have been working through a new normal. There have been challenges that many of us have never faced as a family unit or workforce. However the team at KARI, supported by our wonderful carers, resilient children and young people, inspire us to continue the stellar work done by those before us.

FAMILY PRESERVATION

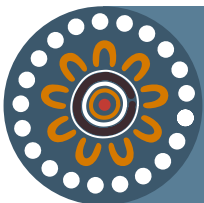
PSP 'Family Preservation' is a program developed to ensure permanency for children to remain with their families by providing therapeutic, intensive support. KARI hold shared case management with DCJ and we work in partnership with families to address vulnerabilities that put children at risk of abuse and neglect. These could include domestic violence, drug and alcohol dependencies, criminal behavior, concerns around parenting skills, mental health issues, social isolation and housing challenges. We also work with children to listen and acknowledge their voice and link them to appropriate needs based support.

Preservation continues to be the area the sector and the wider community look towards in conjunction with restoration to 'Close the Gap' on the over representation of Aboriginal and Torres Strait Islander children, entering into foster care.



Image source: Istock

As KARI's Preservation Team entered its third year, there are significant reforms being made towards further strengthening this program and building on the tremendous work we have done in this space. We are clear leaders with positive outcomes achieved across the year, with many families meeting the goals they set in the family action plans.



Ensuring permanency for children to remain with their families

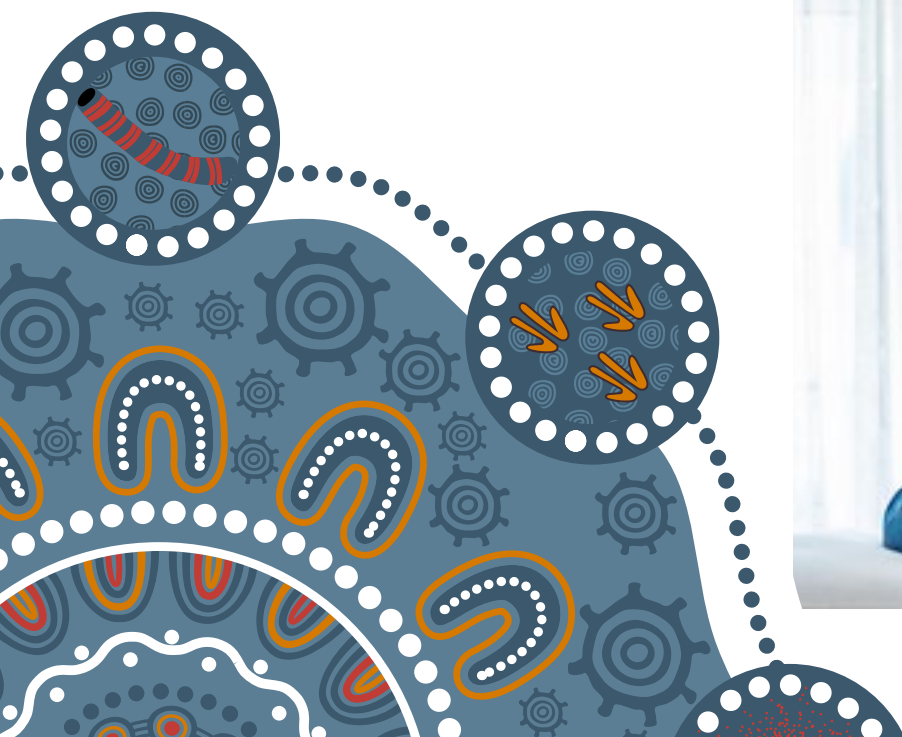


Image source: Istock



KARI kids enjoying playgroup.

As part of sector reforms, family preservation will be moving from PSP and into the Targeted Early Intervention (TEI) space over the next two years. We are working on embedding the current processes and expanding the structure, to allow this program to be a beacon of best practice and positive outcomes for families and children.



RESTORATION

Restoration, is a significant program within PSP and more broadly with the community sector system.

This program works with parents, where children have been removed from their home, and works towards restoring them back into that family dynamic, safely, with long term stability and a focus on continuing to meet key outcomes.

The highly skilled and engaged members of the Restoration team work within the Aboriginal Placement Principles and are passionate about achieving positive outcomes for families and children.

In 2021/2022 the Restoration team supported 27 children to return home to the care of their parents or to the care of extended family.

When it hasn't been possible for children to return to Mum and Dad, the team works hard with parents to identify safe and stable family support, wrapped in culture and community.

This is a wonderful achievement in trying times, with the pandemic making home visits, collaboration, staffing and supporting parents, challenging.

The 'Not in Placement' Team, who operate within the OOHC team, have also assisted six young people to transition home back to their parents.

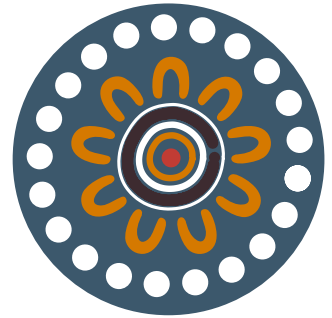


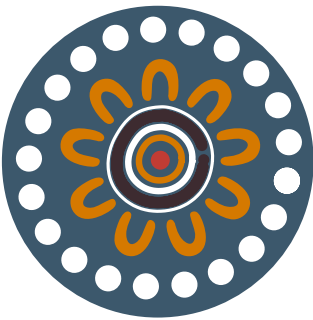
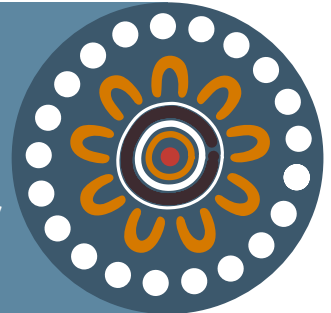
Image source: Istock



Image source: Istock

27

**Children were supported
in returning to the care of
parents or extended family**



**Identifying safe and stable
family support, wrapped in
culture and community**



OUT OF HOME CARE

The KARI Out of Home Care (OOHC) Team is the biggest of the PSP programs. Working side-by-side our passionate managers, case workers and supporting staff, work in parallel with over 430 children and young people, in long-term foster care placements.

KARI plays a vital role in keeping young people in Out of Home Care, connected to country, community, family, education and each other.



Young Aboriginal boys wearing KARI Shop merchandise (not associated with OOHC).

Working in innovative ways, the Case Management team, collaborate with our network of carers, linking young people with appropriate services, and advocating to schools and other professionals. Case management teams become part of the village that assist vulnerable Aboriginal children in foster care, and those transitioning into adulthood and overall independence. A dedicated case worker for each child ensures their needs are met at every level.

The Out of Home Care team was significantly affected by the pandemic and many challenges were presented. Post COVID-19, as we all begin to return to some normalcy, some of the innovative practices used in those times persisted, such as telehealth, audio visual link meetings, flexibility for family time and many other out-of-the-box interventions.

KARI's Out of Home Care team works across the Sydney regions and other parts of the state. At various times this last year, the team were required to facilitate

family time and link young people to country in Western Australia (WA) and QLD. This team works with all facets of KARI service delivery, so children and young people in care are supported to thrive, always.





Image source: Istock



Children and young people in care are supported to thrive, always

LEAVING CARE AND AFTER CARE

At KARI we believe there needs to be a dedicated team to look after the crucial time in a young person's life, assisting them to transition from foster care into the community. The KARI Leaving Care team provide additional support to the OOHC case management team, supporting that crucial transition to independence.

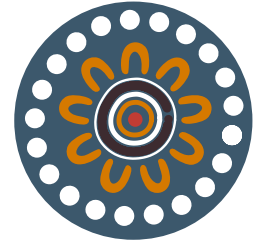


Image source: Istock

Young people begin the leaving care journey at 15. Our team work with them and the carer (if appropriate), in their home or at another location, develop practical life skills such as, cooking, cleaning, employment and housing skills.

When young people turn 17, the team move in to the Leaving Care Plan phase. In collaboration with the young person, a plan identifies the supports they require for entering adulthood and it details the strategy for their continued wellbeing.

Setting up young people to ensure they have secure accommodation, sustainable employment, a strong sense of identity, suitable NDIS packages, therapeutic support and a sense of belonging once they turn 18 and leave the 'Out of Home Care' system, is the culmination of our teams work.

Following their 18th Birthday and the transition out of Statutory Care, KARI's After-Care Program can then provide light touch case management support. This is for leavers from 18-25 years, to work through and be supported through any life-concerns.

KARI is a strong, steady and positive influence in the lives of these young people. Many of our clients see KARI as family and regularly seek out their former case workers and current KARI support for assistance. Often just to update them on their life. Graduations, weddings and babies are all milestones that are shared with our staff over many years. This is a testament to the strong social and cultural ties that KARI teams have with the young people across our programs.

This year, the dedicated 'Leaving Care' caseworkers supported 68 clients, in developing their life-skills and embarking on the leaving care journey.

The 'After-Care' staff assisted a further 92 young people with case management support. This is a significant increase on last year and is an focus for KARI that will only continue to grow year-on-year.

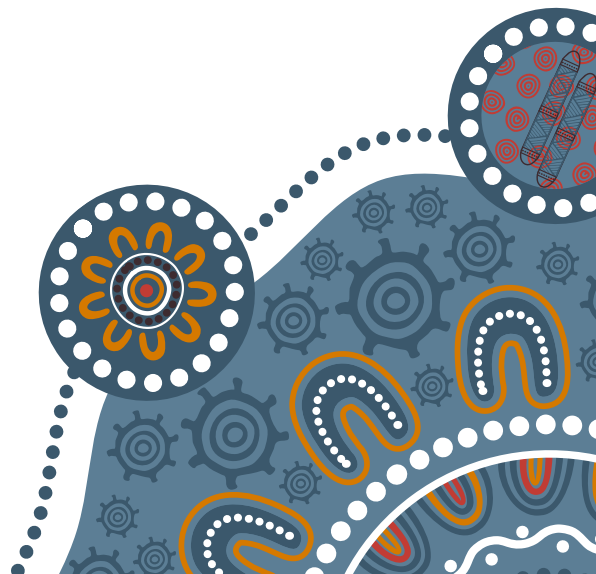
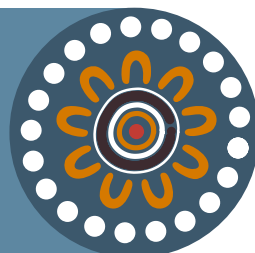




Image source: Istock

KARI Leaving Care Caseworkers



Supported

68 young people

to increase their life-skills and begin their leaving care journey

Leaving care staff further assisted

92 young people

with case management support



Image source: Istock

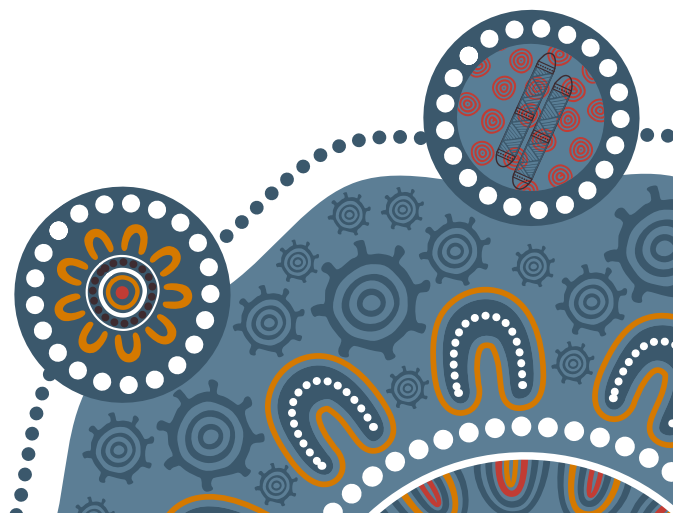
COMPLIANCE AND PLACEMENT

The Compliance Team continue to work on ensuring our obligations are met to high standard as Department of Communities and Justice (DCJ), the Office of the Children’s Guardian (OCG) and NSW Ombudsman are concerned. This is a key component of accreditation and re-accreditation. A process that will start once more in 2023.

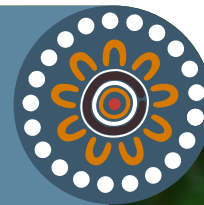
A cornerstone of this work is conducting high quality investigations when required and liaising with DCJ when reports around child safety and wellbeing are raised.

The KARI compliance Team and the systems we have in place are the bench mark of excellence in the funded service provider industry. In further testament to this, DCJ and the NSW Ombudsman are often looking to KARI when reviewing their own systems.

The Compliance Team continues to grow as KARI continues to grow. Overseeing much of the foundational work that allows children, young people, carers and parents to receive a high level of care and attention across the organisation.



Placements Snapshot by numbers



Placements accepted:

18 Aboriginal children entered our case management programs

Transfers:

27 Aboriginal children and their carers transitioned to our service from other providers ensuring they received culturally appropriate care

Preservation case management:

53 Children entered the PSP family preservation program, with 69 exiting

Restorations:

13 Children were successfully restored to their parents. All have remained at home

Ageing out:

16 Children turned 18 this year, many going on to employment or higher education





STAFF TRAINING

In 2021 and early 2022, staff training was conducted primarily online due to COVID-19 restrictions. This however allowed staff to learn, in new, and innovative ways across KARI and the sector.

Online learning allows for flexibility and a self-paced nature to learning and development that has not always been available to staff. This style suits many learners, especially those younger, digital natives that have grown up with computers and technology always being present in their lives.

KARI continues to onboard all new staff with a suite of training sessions covering all aspects of KARI, the sector and expectations of working with vulnerable families.

'Family Preservation and Restoration' staff completed the world-renowned 'Circle of Security' training; a key pillar in service delivery when restoring children to parents or, working towards keeping children at home.

Four PSP staff attended the International Childhood Trauma Conference in Melbourne; an internationally renowned coming together of minds that discusses Developmental Trauma and the impact it has on communities. KARI aim to present a paper on one of our upcoming collaborations and partnerships, at this Melbourne conference in two years' time.

KARI Ltd's 'Quality and Compliance Manager', Wendy Dargan attended the International Indigenous Wellbeing Conference in Darwin. In doing so, she brought back a wealth of knowledge and a renewed passion for implementing best practice initiatives, to help achieve the optimal possible outcomes for our children and young people.

KARI remain committed to training staff and being leaders and innovators in this space. We renewed our commitment to therapeutic, trauma informed work, with a focus on 'Life Story, Culture and Mental Health' support and understanding.

Staff Training opportunities in 2021/2022

- **International Childhood Trauma Conference**
- **Circle of Security training**
- **International Indigenous Wellbeing Conference**

CARER RECRUITMENT

As we tentatively emerged from the restrictions of COVID-19, the Carer Recruitment team started to actively re-engage with community, attended events, facilitated yarning circles and information sessions in homes and in the wider community. While the team continue to use audio visual domains and enjoy the flexibility this affords, nothing can compare to attending events and connecting with in people in person.

Combining transfers in from DCJ and new carers to KARI, the team have completed 36 full and bridging assessments this year. This includes a significant amount of relative and kinship carers, who play such a pivotal role in keeping children and young people connected to family, country and culture.

Additionally, Nominated Respite Carers (NRCs) play a key role in maintaining placements and supporting carers and young people alike.

The OOHC team encourage carers to put forward appropriate people within their networks to act as their village, to assist in giving care, love, support and respite for both carers and young people in a family unit. The benefit is respite can then be provided in safe and familiar environments. The Carer Recruitment team continue to assess and authorise NRC's as part of their important work. There was a significant number of NRC's assessed and authorised this past year.

DCJ have made it clear that the future of all Aboriginal children and young people is with Aboriginal Community-Controlled Organisations (ACCO's), as opposed to with DCJ or other mainstream funded services providers. This team will continue to play a vital role in the continued growth, development and stability of KARI Ltd in the coming years.



CARER TRAINING

KARI Ltd Carers continue to be supported across several different platforms this year, with group and individual sessions held in person and online.

As we move towards a trauma informed society more generally, it naturally follows that much of the carer training delivered has a focus on transgenerational and developmental trauma and the impact on our children, young people, adults and community.

A key deliverable in this space is 'Shared Lives Training', which focuses on the history and context of Aboriginal foster care. This module provides an understanding of the barriers parents face keeping children safe, and gives clarity to the negative effects of abuse and trauma on a child's brain development and behaviour. This training also ensures our carers have an understanding of 'repair parenting' and how to work with the KARI team throughout the year.

The KARI Clinic play a key role in on-boarding carer training and ensuring our carer applicants are supported appropriately on their journey to becoming carers. This collaboration is significant, giving carers tools and strategies to understand the young people in their care, and thus enabling them to provide security, safety and stability, where it might have not otherwise been.

Across a large portion of the year we were unable to facilitate weekly 'My Forever Family', 'Carer connection' and support meetings from our KARI offices. Historically these meetings have been hosted with the aim of carers coming together, over a light morning tea, sharing experiences and exchanging knowledge in a safe, positive and confidential environment.

While much of this has shifted online, our carer community is a thriving one, with carers now seemingly more connected than ever. This has been an organic evolution that has taken place in the midst of and post COVID-19 lockdowns.



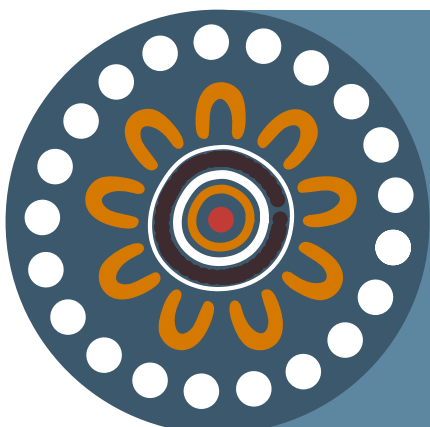
Image source: Istock

First Aid continues to be a source of core training for carers across all three office locations. KARI facilitated training during working hours and weekends, to best support carers who work full time or have commitments with their families.

As outlined earlier, ongoing group and individual carer coaching, is still being provided by the KARI clinic, both in the early placement transition phase and in established placements.

'Cultural Awareness Training', an important and foundational part of our service delivery and support, was delivered across each district by the Cultural Unit. This continued commitment to Culture and Cultural Awareness ensures all KARI carers are providing culturally appropriate, safe placements.

KARI Training programs for Carers



Shared Lives Training
First Aid Training
KARI Cultural Unit -
Cultural Awareness Training
KARI Clinic - Group Carer Coaching

Programs and Events

FAMILY CAMP

This year KARI again held the hugely popular 'Family Camps' at the beautiful Umina Beach. We were thrilled to run three successful, fully booked camps, thoroughly enjoyed by kids and carers alike.

'Family Camp' gives carers and young people in OOHC the ability to spend a stress-free weekend away. This year KARI provided experiences including bowling and a treetops adventure. A generally relaxing time by the sea was a real highlight.

The sea change was appreciated by all who took this opportunity to relax and reconnect with other carers. Kids in attendance enjoyed the activities and also connected with other young people with shared backgrounds and experiences. Our carers enjoyed the opportunity to recharge their batteries and catch up with old and new friends alike.

These camps are so much more than simply a chance to get away. They offer an opportunity to connect, build relationships and support networks, and experience adventure that otherwise may not be available.

All those who attended are eagerly awaiting what next year has to offer, this time on the South Coast of NSW.



Image source: Istock

CHRISTMAS CAROLS

KARI's annual Christmas Carols at Luna Park was back again in 2021.

Almost 600 children and their families attended. Our team organised a range of activities including, face-painting, Christmas themed arts and crafts, magicians, and a very special guest appearance from Santa!

KARI staff had just as much fun as our children and families and we are looking forward to returning to Luna Park for another amazing Carols at then end of 2022.



Making christmas stockings was a popular activity



CARER AWARDS

While we had hoped to stage the Carer Awards in person this year once again, following a COVID-19 induced break, it was not to be.

As work returned to semi normalcy, the 'Carer Awards' were not able to go ahead as cases spiked and given the vulnerabilities of the community we work with, there was a continued reluctance, to gather in large groups.

Again, we used the same innovative thinking, that was so wonderfully on display last year, and awards were still given out in a COVID-19 safe and however remote way.

This fact should not detract from the amazing work all our carers do in providing unparalleled support to each and every young person in the OOHC program.

Hopefully, we can regroup and stage the Carer Awards once again, in person in 2023, bigger and better than in previous years.



Carer medals and certificates

You are invited to: KARI

Big Day Out

At: SYDNEY ROYAL EASTER SHOW

We are offering each of our KARI families:

- 1 day ticket to the Sydney Royal Easter Show per HOUSEHOLD MEMBER, for the date of your choice between 18th-19th APRIL 2022
- Ride coupons per family

To RSVP call Carissa Barrington by Friday 25th February 2022 on (02) 8782 0300 or email carissa.barrington@kari.org.au

KARI Ltd
Level 3, 231-235 George Street
Liverpool NSW 2170
P: 02 8782 0300 F: 02 8782 0353

BIG DAY OUT

The Big Day Out for 2022 was again held at the Sydney Royal Easter Show. COVID-19 restrictions required families to register as individual groups and on pre-booked days, however this did not dampen the enthusiasm when it came to rides, showbags and all the fun stuff 'a day at the show' has to offer.

Armed with plenty of KARI supplied ride and game tokens, the feedback was overwhelmingly positive. We know this a beloved and much looked anticipated event on the KARI calendar.

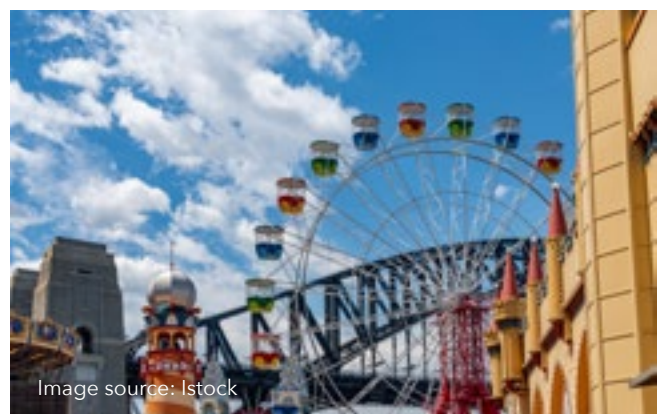


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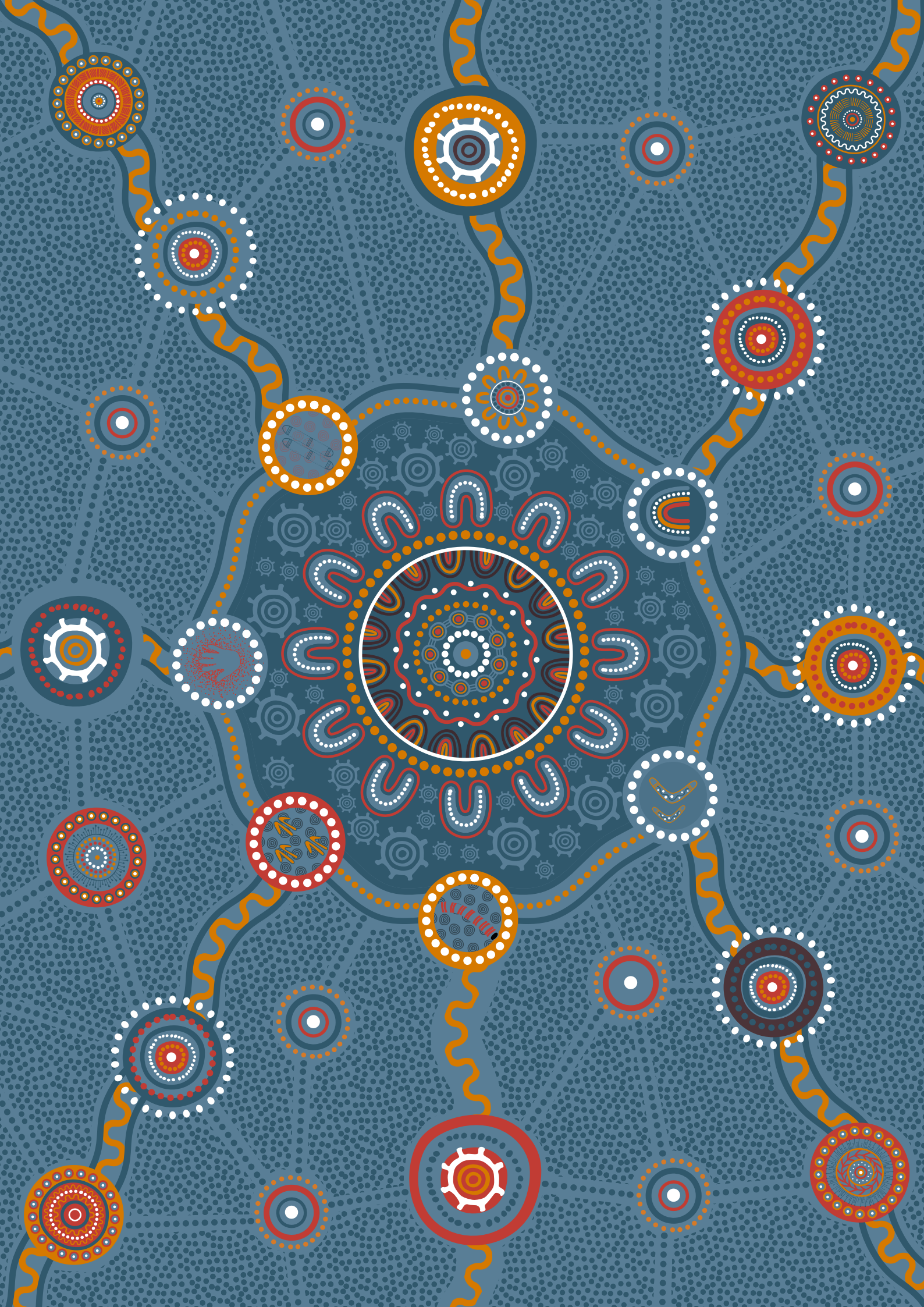
KARI Ltd

ABN: 72 226 625 037

Annual Financial Report (Simplified Disclosures) For the year ended 30 June 2022

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Directors' Report

For the year ended 30 June 2022

The Directors of KARI Ltd present their Report together with the financial report of KARI Ltd (the Company), for the year ended 30 June 2022 and the Independent Auditor's Report thereon.

DIRECTORS' DETAILS

The following persons were Directors of KARI Ltd during or since the end of the financial year.

Mr Gary Potts

Chairperson
Director since 2009

Gary has been involved in Aboriginal Affairs since 1992 and has held several positions on boards and committees in the Campbelltown/Liverpool areas. Gary is currently employed with the NSW Department of Education as an Aboriginal Specialist.

Mr Paul Ralph

Company Secretary
Director since 1999

A founding member of both KARI Ltd and KARI Foundation Ltd and former CEO, Paul is a proud Indigenous man with strong family connections from both the North Coast and South Coast of NSW.

During his professional career, Paul has worked across a number of important Indigenous portfolios specific to employment outcomes, housing, education and human services. Such a position has given him the opportunity to visit many Indigenous communities and witness firsthand the vast social issues affecting Indigenous Australians today as well as the sheer resilience of the world's oldest living culture.

Since 1999, Paul has been committed to working exclusively in the Indigenous community sector and has found this to be the most challenging and exciting time of his professional career.

Ms Isabelle Phillips PhD, GAICD, she/her

Non-Executive Director
Director since 2010

Isabelle has 20 years non-executive director experience in the Not-For-Profit and Foundation sectors. She is a sessional academic at the UTS business school and co-author of the UTS online MBA program. Isabelle's consulting on leadership for workforce wellness and performance spans eight countries and almost three decades.

Isabelle has broad experience in partnering with government, corporate and professional member-based organisations. Her work resources and upskills organisation leaders and sector leaders as they face talent shortages, tech disruption and upheaval due to changing legal and market environments, competing ideologies and increasingly fragile social licences to operate.

Isabelle is a lead author on the Australian Belonging Framework and a Fellow of the UTS Inclusivity Fellowship. Isabelle has been lucky enough to learn from her extensive experience in delivering executive coaching and leadership for impressive First Nations leaders in variety of industry sectors including human services, law, tertiary education, professional services and sports management.

Directors' Report

For the year ended 30 June 2022

DIRECTORS' DETAILS (CONTINUED)

Mr Stephen Ella

Non-Executive Director Director since 2018

Stephen is the Manager of Nunyara Aboriginal Health Unit for the Central Coast Local Health District and has over 20 years' experience in Aboriginal drug and alcohol work. He was inducted into the National Indigenous Drug and Alcohol Honour Roll in 2012 at the National Indigenous Drug Alcohol Conference and is a member of the NSW Health Aboriginal Directors and Managers Strategic Leadership Group.

Ms Casey Ralph

Chief Executive Officer Director since 2017

Casey is a proud Aboriginal woman with connections to the north and south coasts of NSW. Casey has worked in the community services sector since 2005 and has previous education sector experience. Casey is committed to designing and implementing innovative programs that empower, support and enhance skill development.

The Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Company Secretary

Paul Ralph is the Company Secretary. He has vast experience across a number of Aboriginal portfolios. Paul has been Company Secretary of KARI Ltd since 1999.

Directors' Meetings

The number of meetings of directors held during the year, and the number of meetings attended by each Director, are as follows:

Director	A	B
Gary Potts	8	8
Paul Ralph	8	8
Isabelle Phillips	8	7
Stephen Ella	8	8
Casey Ralph	8	8

Where:

- Column A is the number of meetings the Director was entitled to attend.
- Column B is the number of meetings the Director attended.

Directors' Report

For the year ended 30 June 2022

Principal Activities

The principal activities of the Company during the year were to provide services specific to the Permanency Support Program (foster care) and to provide the community with holistic programs and services centred on short and long term intervention, education, economic empowerment and community development.

There have been no significant changes in the nature of these activities during the year.

Short-term Objectives

The Company's short-term objectives are to:

- ensure the Aboriginal community has access to culturally-specific foster care services.
- ensure the Aboriginal community has access to quality, holistic services.
- empower the Aboriginal community through education and community capacity program

Long-term Objectives

The Company's long-term objectives are to:

- assist Aboriginal families, youth and communities to flourish.
- be sustainable and strive for continuous improvement so as to offer the best possible outcomes for the Aboriginal community.

Strategies

To achieve these objectives, the Company had adopted the following strategies:

- the organisation strives to attract and retain quality staff and carers who are committed to working with Aboriginal people in need. The organisation believes that attracting and retaining quality staff and carers will assist with the success of the organisation in both the short and long-term.
- staff and carers are committed to creating new, and maintaining existing, programs in support of Aboriginal people. Committed staff and carers allow the organisation the ability to engage in continuous improvement.
- the organisation's staff and carers strive to meet consistent standards of best practice and provide clear expectations of professional accountabilities and responsibilities to all stakeholders. This is evidenced by the performance of staff and carers who are being assessed based on these accountabilities, and ensures all staff are operating in the best interests of Aboriginal communities and the Company.

Key Performance Measures

The Company measures its own performance through the use of both qualitative and quantitative benchmarks. The benchmarks are used by the Directors to assess the financial sustainability of the Company and whether short-term and long-term objectives are being achieved.

The deficit of the Company amounted to \$176,265 (2021: surplus \$527,283). The Company measures its performance via stakeholder feedback and sector complaint monitoring.

Directors' Report

For the year ended 30 June 2022

Events Subsequent to Reporting Date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.

Dividends

The Company's Constitution prohibits the payment of dividends to the Members of the Company.

The Company is limited by guarantee and does not issue shares or options to purchase shares.

Significant Changes in State of Affairs

In the opinion of the Directors there were no significant changes in the state of affairs of the Company that occurred during the year.

Likely Developments

The Company will further develop the level of operations through the receipt of grants and the acquittal of those grants through various programs and projects.

No likely change in the Company's direction is projected.

Environmental Regulations

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

Indemnification of Officers or Auditor

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the Company, other than those expressly allowed by the *Corporation Act 2001*.

Proceedings on Behalf of the Company

No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings. The Company was not a party to any such proceedings during the year.

Directors' Report

For the year ended 30 June 2022

Membership Liability

The extent of the liability of any member under the guarantee is a sum not exceeding \$2. The total liability of all members is \$10 if the Company is wound up.

Auditor's Independence Declaration

The auditor's independence declaration is set out on page 10 and forms part of the Directors' report for the financial year ended 30 June 2022.

Signed in accordance with a resolution of the Board of Directors.



Gary Potts

Director

Dated this 30th day of September 2022 Sydney, NSW

Auditor's Independence Declaration

Under subdivision 60-C section 60-40 of *Australian Charities and Not-for-profits Commission Act 2012*

To the Directors of KARI Ltd

In accordance with Subdivision 60-C of the *Australian Charities and Not-for-profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Directors of KARI Ltd.

I declare that, to the best of my knowledge and belief, during the financial year ended 30 June 2022 there has been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

MOSAIC AUDIT & CONSULTING



Vanessa Patricio

Principal
Registered Company Auditor # 333315

Dated this 30th day of September 2022
Sydney, NSW



**mosaic audit
+ consulting**

Vanessa Patricio
Principal
Level 26,
44 Market Street
Sydney NSW 2000

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2022

		2022	2021
<i>Continuing Operations</i>	Notes	\$	\$
Revenue	2(a)	36,223,139	33,595,534
Expenditure			
Carer payments and contingencies		(20,320,446)	(17,985,657)
Employee benefits expense		(9,100,260)	(8,712,225)
Management fees		(5,239,427)	(4,879,363)
Community program expense		(138,234)	(122,500)
Permanency support program expense		(395,026)	(329,927)
Depreciation and amortisation expense	3	(375,087)	(455,971)
Other expenses		(832,562)	(790,933)
Total expenditure		(36,401,042)	(33,276,577)
Surplus / (deficit) before income tax		(177,903)	318,957
Income tax expense	18(j)	-	-
Surplus / (deficit) for the year		(177,903)	318,957
Other comprehensive income			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
• net changes in fair value of available-for-sale financial assets, net of income tax		1,638	208,326
Other comprehensive income / (loss) for the period, net of income tax		1,638	208,326
Total comprehensive income / (loss) for the period		(176,265)	527,283

This statement should be read in conjunction with the notes to the financial statements

Statement of Financial Position

As at 30 June 2022

	Notes	2022 \$	2021 \$
Assets			
CURRENT ASSETS			
Cash and cash equivalents	5	4,201,921	3,842,191
Trade and other receivables	6	264,994	826,981
Other assets	7	1,304,066	28,131
TOTAL CURRENT ASSETS		5,770,981	4,697,303
NON-CURRENT ASSETS			
Other financial assets	8	3,529,017	3,277,379
Property, plant and equipment	9	457,470	822,537
Intangibles	10	90,456	100,476
TOTAL NON-CURRENT ASSETS		4,076,943	4,200,392
TOTAL ASSETS		9,847,924	8,897,695
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	11	4,939,958	3,389,443
Provisions	12	565,135	468,294
Other liabilities	13	165,396	636,366
TOTAL CURRENT LIABILITIES		5,670,489	4,494,103
NON-CURRENT LIABILITIES			
Provisions	12	120,657	170,549
TOTAL NON-CURRENT LIABILITIES		120,657	170,549
TOTAL LIABILITIES		5,791,146	4,664,652
NET ASSETS		4,056,778	4,233,043
EQUITY			
Retained earnings		4,056,778	4,233,043
TOTAL EQUITY		4,056,778	4,233,043

This statement should be read in conjunction with the notes to the financial statements

Statement of Changes in Equity

For the year ended 30 June 2022

	Notes	Retained earnings \$	Total equity \$
Balance at 1 July 2020		3,705,760	3,705,760
Surplus for the year		318,957	318,957
Other comprehensive income		208,326	208,326
Total comprehensive income for the year		527,283	527,283
Balance at 30 June 2021		4,233,043	4,233,043
Balance at 1 July 2021		4,233,043	4,233,043
Deficit for the year		(177,903)	(177,903)
Other comprehensive income / (loss)		1,638	1,638
Total comprehensive income / (loss) for the year		(176,265)	(176,265)
Balance at 30 June 2022		4,056,778	4,056,778

This statement should be read in conjunction with the notes to the financial statements

Statement of Cash Flows

As at 30 June 2022

	Notes	2022 \$	2021 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from:			
Cash receipts from Government grants received		39,161,128	36,214,378
Distribution income		197,614	199,267
Interest received		5,700	2,641
Cash receipts from other revenue		5,681	303,767
Payments to suppliers and employees		(38,760,393)	(36,622,431)
Net cash flow from operating activities		609,730	97,622
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		-	(173,902)
Purchase of intangibles		-	(100,476)
Purchase of investment		(250,000)	-
Net cash provided by / (used in) investing activities		(250,000)	(274,378)
Net change in cash and cash equivalents		359,730	(176,756)
Cash and cash equivalents, beginning of year		3,842,191	4,018,947
Cash and cash equivalents at the end of year	5	4,201,921	3,842,191

This statement should be read in conjunction with the notes to the financial statements

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 1 ABOUT KARI LTD

Note 1.1 Corporate Information

The financial statements cover KARI Ltd (the Company) as an individual entity, incorporated and domiciled in Australia. KARI Ltd is a company limited by guarantee.

The Company is a registered charity with the Australian Charities and Not-For-Profit Commission which holds deductible gift recipient status and is exempt from income tax.

The financial report of the not-for-profit company, KARI Ltd (the Company), for the year ended 30 June 2022 was authorised for issue in accordance with a resolution of the Board of Directors on 30 September 2022.

The registered office of the Company is:

KARI Ltd
PO Box 207
Liverpool NSW 1871

The principal place of business is:

KARI Ltd
Level 3 131-135 George Street
Liverpool NSW 2170

Members Guarantee

The Company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum \$2 each towards meeting any outstanding obligations of the entity. At 30 June 2022, the number of members was 5 (2021: 5).

Note 1.2 - Basis of Preparation

The general-purpose financial report has been prepared in accordance with the requirements of the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012*, Australian Accounting Standards - Simplified Disclosures, Accounting Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board (AASB).

Historical cost convention

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Currency and rounding of amounts

The financial report is presented in Australian dollars, which is the Company's functional and presentation currency. The amounts presented in the financial statements have been recorded to the nearest dollar.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 1 ABOUT KARI LTD (CONTINUED)

Note 1.3 - Significant Accounting Policies

The significant accounting policies documenting the measurement basis used in preparing the financial information and other accounting information relevant to an understanding of the financial report are discussed in Note 18.

Note 1.4 - Significant Accounting Judgements, Estimates and assumptions

The preparation of financial information requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

Specific accounting judgements and estimates are discussed in Note 18(I).

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 2 REVENUE

	Notes	2022 \$	2021 \$
Revenue			
(a) Disaggregation of Revenue			
Revenue has been disaggregated based on type of goods or services provided and source of funds:			
Type of good or service			
Permanency support programs:			
Government grant			
• government grants		35,543,174	32,841,754
• government grants rolled-in from prior year		636,366	884,471
• government grants rolled over to next year		(165,396)	(636,366)
Revenue from Government sources		36,014,144	33,089,859
Other Income			
Investment income:			
• interest		5,700	2,641
• distributions received		197,614	199,267
• other income		5,681	303,767
Total other income		208,995	505,675
Revenue from continuing operations		36,223,139	33,595,534
Source of funds			
• Government	2(b)	36,008,464	33,089,859
Total grant revenue		36,008,464	33,089,859
(b) Revenue from Government sources			
State Government			
• Department of Communities and Justice (NSW)		36,008,464	33,089,859
		36,008,464	33,089,859
(c) Transaction price allocated to the remaining performance obligation			
The table below shows the grant revenue expected to be recognised in the future related to the performance obligations that are unsatisfied (partially satisfied) at the reporting date.			
		2023	Total
		\$	\$
Revenue from government grants		165,396	165,396
		165,396	165,396

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 3 EXPENSES

	2022	2021
	\$	\$
Expenses		
Depreciation and amortisation:		
• Motor vehicles	11,656	11,936
• Office equipment	44,612	47,913
• Computer equipment	201,831	233,691
• Leasehold improvements	106,969	162,431
• Intangibles	10,020	-
Total Depreciation and Amortisation	375,088	455,971

NOTE 4 AUDITORS REMUNERATION

	2022	2021
	\$	\$
Remuneration of the auditor of the Company for:		
• Audit and review of the financial report	28,000	25,500
• Audit and review of financial acquittals	2,000	1,500
• Audit and review of accounting system implementations	-	2,000
Total Auditors Remuneration	30,000	29,000

NOTE 5 CASH AND CASH EQUIVALENTS

	2022	2021
	\$	\$
Cash and cash equivalent:		
Cash on hand	1,000	1,000
Cash at bank	4,200,921	3,841,191
Total Cash and Cash Equivalents	4,201,921	3,842,191

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 6 TRADE AND OTHER RECEIVABLES

	2022	2021
	\$	\$
Current:		
Trade receivables	201,659	452,779
Trade and other receivables - KARI Foundation Ltd	50,155	33,659
Other receivables	13,180	340,543
Total Trade and Other Receivables	264,994	826,981

Trade receivables, which comprise unconditional amounts owed for work performed under grant agreements, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts.

Normal terms of settlement vary from seven to 90 days and usually within 30 days.

No collateral is held in respect of these receivables.

NOTE 7 OTHER CURRENT ASSETS

	2022	2021
	\$	\$
Current:		
Accrued income	1,111,561	-
Accrued income - KARI Foundation Ltd	26,566	-
Prepayments	165,939	28,131
Total other assets	1,304,066	28,131

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 8 OTHER FINANCIAL ASSETS

	2022	2021
	\$	\$
Investment in property trust	3,529,017	3,277,379
Total Non-current Other Financial Assets	3,529,017	3,277,379
Classified as:		
Fair value through other comprehensive income (FVOCI)	3,529,017	3,277,379
	3,529,017	3,277,379

The fair value of the investment in the property trust is provided by the property trust manager at each reporting date.

Investment in the property trust include units held in a property fund. The market value of this investment fluctuates from time to time.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 9 PROPERTY, PLANT AND EQUIPMENT

	Motor Vehicles	Office Equipment	Computer Equipment	Leasehold Improvements	Total
	\$	\$	\$	\$	\$
Gross carrying amount					
Balance 1 July 2021	95,486	581,523	1,542,175	862,264	3,081,448
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
Balance 30 June 2022	95,486	581,523	1,542,175	862,264	3,081,448
Depreciation					
Balance 1 July 2021	54,573	355,322	1,177,984	671,031	2,258,910
Disposals	-	-	-	-	-
Depreciation	11,656	44,612	201,831	106,969	365,068
Balance 30 June 2022	66,229	399,934	1,379,815	778,000	2,623,978
Carrying Amount 30 June 2022	29,257	181,589	162,360	84,264	457,470
Gross carrying amount					
Balance 1 July 2020	95,486	560,823	1,500,665	750,572	2,907,546
Additions	-	20,700	41,510	111,691	173,901
Disposals	-	-	-	-	-
Balance 30 June 2021	95,486	581,523	1,542,175	862,263	3,081,447
Depreciation					
Balance 1 July 2020	42,637	307,409	944,293	508,600	1,802,939
Disposals	-	-	-	-	-
Depreciation	11,936	47,913	233,691	162,431	455,971
Balance 30 June 2021	54,573	355,322	1,177,984	671,031	2,258,910
Carrying Amount 30 June 2021	40,913	226,201	364,191	191,232	822,537

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 10 INTANGIBLES

	2022	2021
	\$	\$
Software - at cost	100,476	100,476
Accumulated amortisation	(10,020)	-
Total intangibles	90,456	100,476

Movements in Carrying Amounts

Movement in the carrying amounts for intangibles between the beginning and the end of the current financial year:

	Purchased Software	Total
	\$	\$
Gross carrying amount		
Balance 1 July 2021	100,476	100,476
Additions	-	-
Disposals	-	-
Balance 30 June 2022	100,476	100,476
Accumulated amortisation		
Balance 1 July 2021	-	-
Disposals	-	-
Amortisation	10,020	10,020
Balance 30 June 2022	10,020	10,020
Carrying Amount 30 June 2022	90,456	90,456

NOTE 11 TRADE AND OTHER PAYABLES

	2022	2021
	\$	\$
Current:		
Trade payables	-	352,040
Trade payables - KARI Foundation Ltd	2,085	2,281,783
Accrued expenses - KARI Foundation Ltd	4,029,239	-
Other payables	908,634	755,620
Total Trade and Other Payables	4,939,958	3,389,443

Trade and other payables represent liabilities for goods and services provided to the Company prior to the end of the financial year that are unpaid. These amounts are usually settled in 30 days.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 12 PROVISIONS

	2022	2021
	\$	\$
Current		
Provision for employee benefits: annual leave	431,584	375,080
Provision for employee benefits: long service leave	133,551	93,214
	565,135	468,294
Non-current		
Provision for employee benefits: long service leave	120,657	170,549

NOTE 13 OTHER LIABILITIES

	2022	2021
	\$	\$
Contract liability - Government funding	165,396	636,366
Total Other Liabilities	165,396	636,366

NOTE 14 CAPITAL AND LEASING COMMITMENTS

The Company uses office space, corporate equipment, motor vehicles and equipment, which is leased by an external related-party entity. This is an ongoing informal agreement on a month-by-month basis and payments for use form part of management fee expenses.

At reporting date, the Company has not entered into contracts or committed any funds, which have not been provided for in the financial report.

NOTE 15 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

As at the date of this financial report a solicitor has been appointed by the Company's insurer for an indemnity claim against an insurance policy. The expected liability will be up to the value of the excess of \$5,000, which has not been included in the financial report.

Directors are not aware of any other contingent liabilities which could affect future results.

There were no contingent assets in relation to 2022 and 2021.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 16 RELATED PARTIES AND RELATED-PARTY TRANSACTIONS

(a) Directors Compensation

The Directors act in an honorary capacity and receive no compensation for their services.

(b) Transactions with related directed-related entities

The Directors of KARI Ltd are also the Directors of KARI Foundation Ltd. During the year, payments totalling \$15,649,961 were made to KARI Foundation Ltd. KARI Foundation Ltd have provided clinical, cultural, transport, supervision, fleet and management services to KARI Ltd for the year ended 30 June 2022. The amounts billed were based on normal market rates conducted on "arm's length" terms. A net amount of \$3,954,603 was payable to a director-related entity at 30 June 2022.

(c) Key management personnel compensation

The compensation paid to key management personnel (KMP) during the year are as follows:

	2022	2021
	\$	\$
KMP compensation		
• short-term employee benefits	1,756,636	1,849,747
• post-employment benefits	168,503	171,999
• other long-term benefits	29,589	37,369
Total compensation	1,954,728	2,059,115

(d) Transactions with key management personnel

The Company used the consulting services of one Director and the business over which she exercises significant control. The amounts billed were based on normal market rates and amounted to \$3,080 (2021: \$38,500).

NOTE 17 EVENTS AFTER THE REPORTING PERIOD

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 18 SIGNIFICANT ACCOUNTING POLICIES

New and Amended Accounting Standards Adopted by the Company

The Company has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to its operations and effective for an accounting period that begins on or after 1 July 2021. The following standards were adopted by the Company:

- AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities

The above standard did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

Explanation of transition to Australian Accounting Standards - Simplified Disclosures

The Company previously prepared general-purpose financial statements under Tier 2 - Reduced Disclosure Requirements. There were no transition adjustments other than disclosure changes on adoption of Australian Accounting Standards - Simplified Disclosures.

Significant Accounting Policies

The Company has consistently applied the following accounting policies to all periods presented in these financial statements.

(a) Revenue

Revenue recognition

The Company recognises income from its main revenue/income streams as listed below:

- Government grants
- Interest revenue
- Distribution income

Government grants

When the Company receives government grants, that are in the scope of AASB 1058 (being a transaction where the consideration paid to acquire an asset is significantly less than fair value principally to enable the Company to further its objectives), it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations.

Where the consideration to acquire an asset is significantly less than fair value principally to enable the Company to further its objectives, the transaction is accounted for under AASB 1058 where the Company:

- Recognises the asset in accordance with the requirements of other relevant applicable Australian Accounting Standards (e.g. AASB 9, AASB 16, AASB 116 and AASB 138).

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 18 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Government grants (continued)

- Considers whether any other financial statement elements should be recognised ('related amounts') in accordance with the relevant applicable Australian Accounting Standard including:
 - Contributions by owners (AASB 1004)
 - A lease liability (AASB 16)
 - Revenue, or a contract liability arising from a contract with a customer (AASB 15)
 - A financial instrument (AASB 9)
 - A provision (AASB 137).

In cases where the consideration is solely performance obligations under an enforceable contract and sufficiently specific to enable determination as to when the obligations are satisfied, the transaction is accounted for under AASB 15.

Interest Revenue

Interest revenue is recognised using the effective interest rate method. All revenue is stated net of the amounts of goods and services tax (GST).

Distribution Income

Distributions from investments are recognised when the right to receive a distribution has been established.

(b) Expenses

All expenditure is accounted for on an accruals basis and has been classified under headings reflecting the relevant nature of the Company which incurred the cost. Where costs cannot be directly attributed to a particular category, they have been allocated to activities on a basis consistent with use of the resources.

Project and program costs are those costs directly incurred in providing that project or program to support the objectives of the Company.

(c) Cash and Cash Equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less where the investment is convertible to known amounts of cash and is subject to insignificant risk of changes in value. For the purposes of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Cash at bank earns interest at floating rates based on daily deposit rates. Short-term deposits are made for varying periods of between one day and three months, depending on the company's cash requirements. These deposits earn interest at market rates.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 18 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost, less, where applicable, accumulated depreciation and impairment losses.

Depreciation

The depreciation amount of all fixed assets, including buildings and capitalised lease assets but excluding freehold land, are depreciated over their useful lives to the Company, commencing from the time the asset is held ready for use.

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvement.

Depreciation is calculated on a straight-line basis over the expected useful economic lives of the assets as follows in the current and prior year:

The following useful lives are applied:

- leasehold improvements: life of unexpired lease term
- computer equipment: 2.5-5 years
- motor vehicles: 8 years
- office equipment: 3-20 years

Impairment

Impairment indicators over property, plant and equipment are considered at each reporting date. If indicators exist, then the recoverable amount of the relevant asset / cash-generating unit is determined.

The recoverable amount of property, plant and equipment is the higher of fair value less costs of disposal and value in use.

An impairment loss exists when the carrying value of an asset exceeds its estimated recoverable amount. The asset is then written down to its recoverable amount.

For plant and equipment, impairment losses are recognised in the statement of profit or loss and other comprehensive income.

Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal or when the item is no longer used in the operations of the Company.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the result for the year when the asset is derecognised.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 18 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e) Intangibles

Software Cost

Expenditure incurred for software acquired by the Company have finite lives which are measured at cost, less any accumulated amortisation and impairment losses.

Software Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in the statement of comprehensive income as incurred.

Software Amortisation

Amortisation is recognised in the statement of comprehensive income on a straight-line basis over the estimated useful lives of intangible assets from the date they are available for use. The estimated useful life for the purchased software is 10 years. Amortisation methods, useful lives and residual values are reviewed at each reporting date.

(f) Employee Benefits

Employee benefits comprise wages and salaries, annual leave, non-accumulating sick leave, long-service leave and contributions to superannuation plans.

Liabilities for short-term employee benefits expected to be wholly settled within 12 months of the reporting date in respect of employees' services up to the reporting date are recognised at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates paid or payable.

The liability for long-term benefits is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to anticipated future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows.

(g) Contract Liabilities

Contract liabilities generally represent the unspent grants received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided, or the conditions usually fulfilled within 12 months of receipt of the grant.

Where the amount received is in respect of services to be provided over a period that exceeds 12 months after the reporting date or the conditions will only be satisfied more than 12 months after the reporting date, the liability is presented as non-current.

Notes to the Financial Statements

For the year ended 30 June 2022

(h) Financial Risk Management

Financial instruments

Financial instruments are recognised initially on the date that the company becomes a party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs except for financial assets through profit or loss.

Financial Assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the company classifies its financial assets into the following categories, instruments measured at:

- amortised cost; or
- fair value through profit or loss - FVTPL; or
- fair value through other comprehensive income - equity instrument (FVOCI - equity).

Classification is based on the entity's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

Amortised cost

The company measures receivables, cash and cash equivalents at amortised cost.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Impairment of financial assets measured at amortised cost

Impairment of financial assets is determined on an expected credit loss (ECL) basis for financial assets measured at amortised cost and contract assets arising under AASB 15.

The Company has used the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The company has determined the probability of non-payment of the receivable and contract asset and multiplied this by the amount of the expected loss arising from default.

When estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the company's historical experience and informed credit assessment and including forward looking information.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 18 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Financial Risk Management (continued)

Impairment of financial assets measured at amortised cost (continued)

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in the result for the year. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

None of the other receivables are past due at the reporting date.

Financial liabilities

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the company comprise trade creditors, other payables and lease liabilities.

Investment income

Investment income comprises interest and distribution income. Interest income is recognised as it accrues, using the effective interest method. Distributions from investments are recognised when the right to receive a distribution has been established.

(i) Goods and Services Tax (GST)

Revenues, expenses, and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payables are recognised inclusive of GST. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(j) Income Tax

No income tax is payable by the Company for the financial year and subsequent years due to the ATO endorsement as a Charitable Institution. The Company has income tax exempt status under subdivision 50-B of the Income Tax Assessment Act 1997. The income tax exempt status is subject to annual self-reviews.

(k) Economic Dependence & Going Concern

The Company is dependent on the Department of Communities and Justice (DCJ) for the majority of its revenue used to operate the business. The Company has signed contracts for different programs that expire in 2024, 2025 and 2027. At the date of this report, the Board of Directors has no reason to believe DCJ will not continue to support the Company.

Notes to the Financial Statements

For the year ended 30 June 2022

NOTE 18 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(I) Significant Accounting Estimates and Judgements

The Directors evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.

Key estimates

Useful lives of property, plant and equipment and intangibles

As described in Note 18(d) and Note 18(e), the Company reviews the estimated useful lives of property, plant and equipment and intangibles at the end of each annual reporting period.

Key judgements

Revenue recognition

To determine if a grant contract should be accounted for under AASB 1058 or AASB 15, the Company has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Company has applied significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant contract, review of accompanying documentation (e.g. activity work plans) and holding discussions with relevant parties.

Income recognition from grants received by the Company has been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

Performance obligations under AASB 15

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/ type, cost/ value, quantity and the period of transfer related to the goods or services promised.

Employee benefits

For the purpose of measurement, AASB 119: Employee Benefits defines obligations for short-term employee benefits as obligations expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As the Company expects that most employees will not use all of their annual leave entitlements in the same year in which they are earned or during the 12-month period that follows (despite an informal internal policy that requires annual leave to be used within 18 months), the directors believe that obligations for annual leave entitlements satisfy the definition of other long-term employee benefits and, therefore, are required to be measured at the present value of the expected future payments to be made to employees.

Director's Declaration

The Directors of the Company declare that, in the Directors' opinion:

1. The financial statements and notes, as set out on pages 11 to 31, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, and:
 - (a) Give a true and fair view of the financial position of the Company as at 30 June 2022 and of its performance for the financial year ended on that date; and
 - (b) Comply with Australian Accounting Standards - Simplified Disclosures applicable to the Company.
2. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013*.



Gary Potts

Chairperson

Dated this 30th day of September 2022
Sydney NSW

Independent Auditor's Report

To the Members of KARI Ltd

A.B.N. 72 226 625 037

Opinion

We have audited the financial report of KARI Ltd (the Company), which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Company is prepared, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the ACNC Act), including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of 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 Company in accordance with the auditor independence requirements of the ACNC Act and, the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other 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.

Matters Relating to the Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report of the Company for the year ended 30 June 2022 included on the Company website. The Company's directors are responsible for the integrity of the Company's website. We have not been engaged to report on the integrity of the Company's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may be hyperlinked to/from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this website.

Independent Auditor's Report

To the Members of KARI Ltd

A.B.N. 72 226 625 037

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 Company's annual report for the year ended 30 June 2022 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Those Charged with Governance for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the ACNC Act and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company'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 intends 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 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 the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

Independent Auditor's Report

To the Members of KARI Ltd

A.B.N. 72 226 625 037

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of section 60-45(3)(b) of the ACNC Act we are required to describe any deficiency, failure or shortcoming in respect of the matters referred to in paragraph 60-30(3)(b), (c) or (d) of the ACNC Act. We have nothing to report in this regard.

MOSAIC AUDIT & CONSULTING

Vanessa Patricio



Principal

Registered Company Auditor # 333315

Dated this 30th day of September 2022

Sydney, NSW



**mosaic audit
+ consulting**

Vanessa Patricio

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