



Kennerley

Building a brighter future for Tasmanian families since 1869

Building a brighter future

ANNUAL REPORT 2016/17





BOARD CHAIR'S *Message*

I am pleased to present this report on behalf of the Board of Management of Kennerley Children's Homes Inc. for the year ending 30th June 2017. On behalf of the organisation I wish to thank all Board Members for their ongoing commitment, participation and support during this past financial year.

Our General Manager Barry Titmus retired in August after 15 years of dedicated service to Kennerley. We were pleased to host some well attended functions to suitably farewell him where his outstanding service to Kennerley and the wider Out Of Home Care sector was recognised.

We were pleased that Barry Titmus (former General Manager) agreed to join the Board during the year and we are grateful for his corporate knowledge and experience will be invaluable as we continue to grow and consolidate our position as a leader in our sector. This solid consolidation and growth has seen us continue the work of our founder Alfred Kennerley who was driven to provide a safe and caring environment for children and families just as we do now.



All our programs are continuing to grow with the recruitment and training of new carers being a major focus. Without our dedicated and well trained carers the organisation can't provide the love and nurturing that children and young people need.

Kennerley continues to be in a sound financial position with healthy balance sheets and investments.

In July last year Andrea Sturges was appointed to the position of General Manager on a twelve month contract. This was reviewed before the end of the year and she was offered a new three year contract and we are pleased she accepted. Her sterling work in this first year of her appointment made this decision very easy for the Executive.

On behalf of the Board I want to thank the General Manager, Carleene Obrien, Operations Manager, and Sue Hedges, Business Manager, and all staff and carers for their continued efforts to ensure Kennerley continues to be recognised as the leader in our field.

PC (Robin) Jacques



GENERAL MANAGER'S *Message*

The past year has been an exciting time for Kennerley we have had much to celebrate and our staff have worked diligently to assist us in reshaping and consolidating our practice frameworks and our model of care.

As I reflect on some of the outstanding achievements this last financial year I realise the extent of the work we have achieved together: Semi Finalist and Finalist Nominations in the Community Achiever Awards for our Moving on Program November 2016; June 2017 NDIS suitability and registration 4-11yo cohorts across four distinct NDIS categories; Child Safe Organisational Training and Development - attended by Carers and young people in May with the focus being renewal and review of our policies and procedures to make sure that we are vigilant in taking on board some of the recommendations from the Royal Commission.

Not for Profits work well together as we did with our partners from NAPCAN to ensure that children are always kept safe, feel loved, and feel heard. This audit has led to further continuous improvements strategies and renewal in terms of how we engage our carers and young people ensuring that consumer participation is front and centre of all we do.

We also launched our Young Ambassador Program appointing Miss Masika Morris as our first representative, ensuring that our young people have a voice and we remain child focussed.

We have also lifted our media profile consciously focussing on capturing the heart and essence of the reparative parenting our Foster carers do every day, we also launched our new web site and facebook and boosted our SEO capabilities.

Our targeted and assertive carer recruitment has seen real growth and interest from families interested in fostering brighter futures for children in the communities where we live. This is thanks to a deliberate strategy of hearing from the real carers who do this every day – their passions and commitment attracts others to assist because without our carers we can't assist children to feel safe, valued and loved.

This last 12 months has also seen Kennerley re-examine its financial sustainability in terms of both our funding sources, and, in light of the need to remain competitive in an ever changing market economy. We have identified that diversifying our income streams will be essential for our ongoing success and sustainability and our sponsorship and fundraising audits are examining our current value proposition.

Some of the key considerations have included the role of our Board Directors, the governance structure and our Constitution. We are proud of our status and market positioning as an: incorporated entity; not limited by guarantee; that boasts a considerably healthy balance sheet with DGR status. This status would not have been possible without a forward thinking Board of Management with considerable business acumen. This work has also seen us continue to contemporise our strategy and move towards a 21st century model as a leading Tasmanian Not for Profit in this our home State.

Andrea Sturges



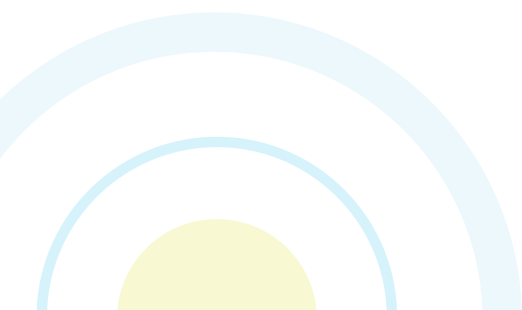
Board Members: Sam, Randall VC and GM



OPERATION MANAGER'S *Report*

Throughout the past 12 months there have been vast changes across the organisation producing many excellent outcomes. This has been achieved through the ongoing dedication and commitment of the Kennerley staff, and, it has been an honour and a privilege to work with people who have such strong desires to provide quality care for children and young people.

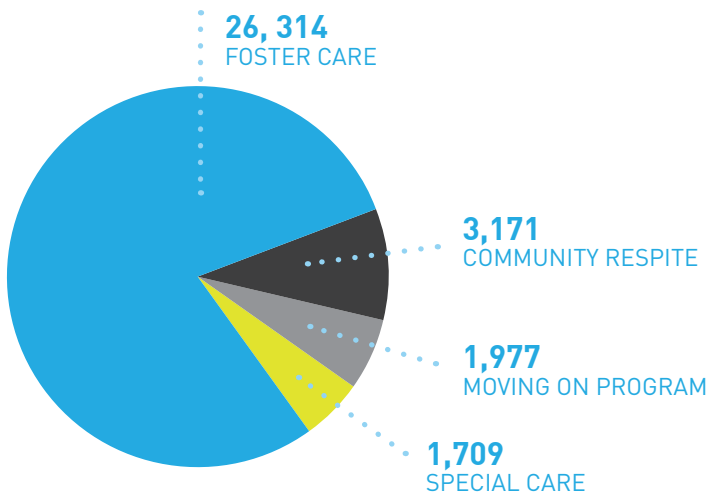
The Enrichment Program has been modified and enhanced in an attempt to provide a more targeted service approach that reaches across a larger group of children. This restructure included a nationally accredited assessment approach in identify children's strengths and weaknesses across educational and social domains. The comprehensive assessment is used to inform case and care planning direction and has been extremely well received by the children's care team, Child Safety Services and Department of Education staff. To date we are seeing some extremely positive results and it is envisaged that each children within Kennerley foster care programs will have a completed assessment within the next 12 months. This program is not funded through Government grants, instead it is provided through our fundraising work and the generosity of our Board of management.





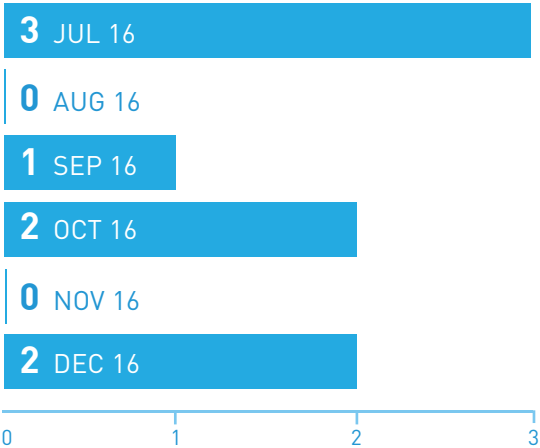
The demand within the Community Respite program has been greater than ever. Our Coordinator Jo Lang has worked diligently to support families in the community and assist in preventative contact with Child Safety Service. In recognition of the amazing work undertaken this program received the NAPCAN Play Your Part Award ensuring that childrens exposure to abuse and neglect is minimised, and families get to recharge and continue to parent their children safely.

**NIGHTS OF CARE PROVIDED
ACROSS PROGRAMS**

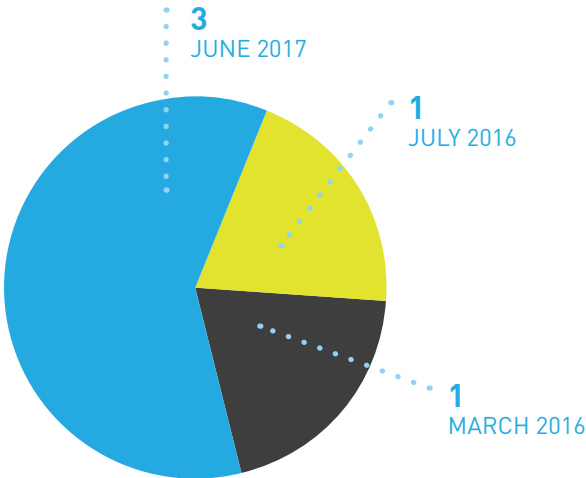


The Foster Care program has also been subject to a restructure incorporating the special care wrap around supports program. This has enabled the skills of our Psychologist and trauma therapists to be embedded within the entire foster care program. Additionally, by integrating the programs smaller caseloads have been achieved thus providing a more comprehensive service and supports to carers and children. We thank Avril, Sharon, Karen, Kate and Georgie for their hard work.

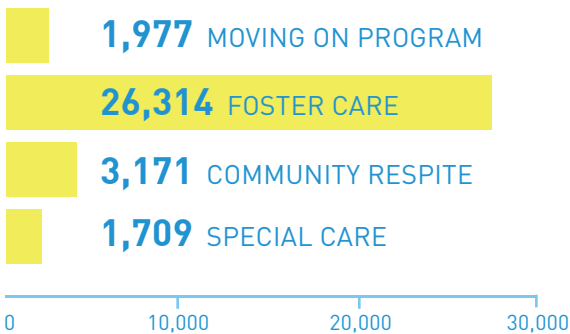
SPECIAL CARE PROGRAM PLACEMENTS



STEP DOWN TRANSITIONS



NIGHTS OF CARE PROVIDED ACROSS PROGRAMS



A Skilled Workforce with Skilled Volunteers: Foster Carer training has been extremely successful with an increase in participation rate. Carers have attended training with workshops ranging from Australian Childhood Foundation (ACF) Understanding Trauma level 1 and 2. We have also delivered workshops in Applying trauma strategies within the home, Foetal Alcohol syndrome, Bridges out of Poverty etc. Our ongoing partnership with ACF is valued and appreciated.

Additionally, staff have been active in training with two gaining a ACF led 'Post Graduate qualification Certificate in Developmental Trauma', with another three staff currently undertaking this course while another is completing her Masters of Social Work. Staff have eagerly attended an assortment of training: for example 3 day workshop by Penny Gordon, Clinical Specialist and Psychologist with more than thirty years in OOHC based organisational development. We have also hosted or participated in ACF trauma and Create conferences, mediation training, OH&S, Cultural Awareness, Child Safe Organisations (NAPCAN) workshops and Dan Hughes Attachment approaches.

As a result of our advertising campaign there has been an unprecedented welcome increase in people enquiring about becoming carers and we are anticipating a large increase in our carer pool. With this in mind a new position Recruitment and Assessment Coordinator was created and Sharon Eskildsen has been extremely effective in ensuring potential carers are receiving a prompt and high quality experience when they enquire about becoming a Kennerley Foster carer.



"To accomplish great things, we must not only act, but also dream; not only plan, but also believe."

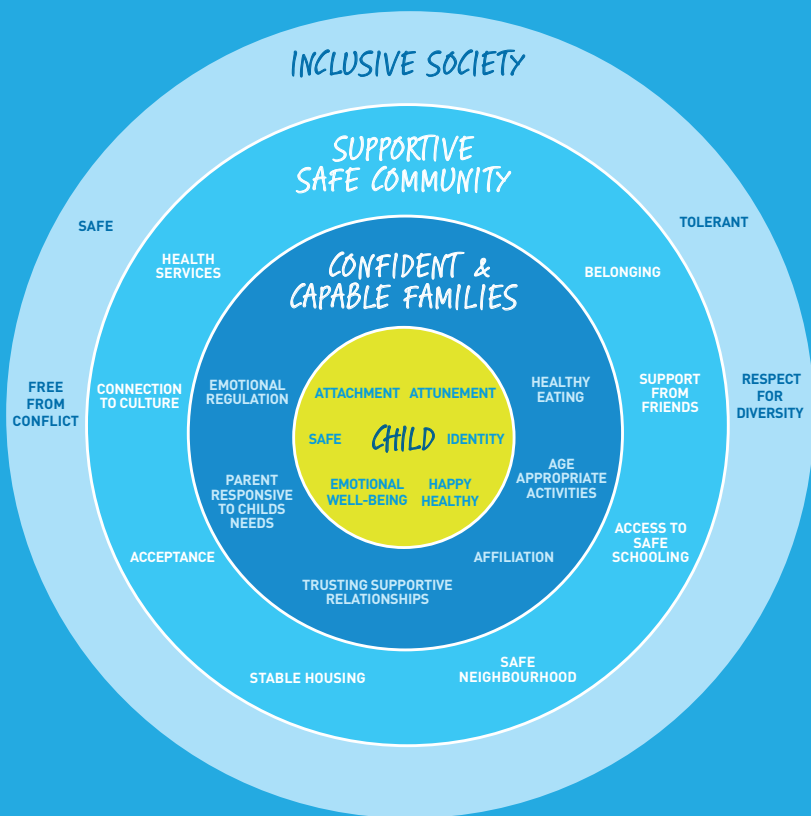
The Moving On program under the direction of Donna Wright has once again produced some wonderful outcomes. Young people have travelled overseas, achieved educational awards, gained employment, built community connections, and strengthen relationships, developed extensive skill bases and much more. It has been a pleasure to see the young people develop in confidence and self-esteem with many of them participating in public speaking, carer training and consultative /advisory groups. They are truly a remarkable group of young people. We are also grateful for the partnerships forged with Lifestyle Solutions who through a grants process from State Growth employed Christine Redden, a real doer who has joined forces with Donna to assist young people in entering the workforce job ready. Thanks to Christine and the work of Darren Osbourne in getting this off the ground.

Kennerley continued in their supported of UTas by accepting two social work students for placement again this year. Both Lisa and Janie agreed their placement was extremely beneficial and their experiences valued. Their exit interviews provided us with some key areas to focus on embedding within our social work program.

Kennerley is extremely proud of the work undertaken by its staff and carers. As evidenced throughout the programs, each and every day they make a difference to the life of children and young people, helping them to heal, laugh, love, grow and achieve.

Carleene O'Brien

MODEL OF TRAUMA INFORMED CARE



If there is room in your heart and home.





LAUNCH OF THE YOUNG AMBASSADOR

I am excited by the opportunity to make a real difference to young peoples experience of Foster care by ensuring that they are heard and represented.

Whilst there are many challenges involved when you are trying to change whole systems it is critical that not only do you include young people, it also involves changing culture and practice when working with children and families. I look forward to seeing real changes and a commitment that surpasses election cycles.

As the Young Ambassador I hope to provide real leadership by influencing the outcomes and their care experience by advocating for their general rights and giving them a voice. As a starting point I was involved recently in workshops that sought to identify things that Kennerley was doing really well, but further to identify things that the State foster care system could do better to improve children and young peoples experience.

I graduated from the Moving On Program, a transitional independent living program that assists young people exiting foster care to gain the critical life skills so that they can more than just survive the system. They assist us each to thrive and reach our individual potential.

Young Ambassador Launch at Town hall courtesy of our Lord Mayor, Alderman Sue Hickey, and her generosity in hosting our event was very much appreciated. Alfred Kennerley our founder was a Lord Mayor of Hobart himself and he would have been proud of our achievements.

Masika Morris



Youth Voices PROJECT

As another first our Young Ambassadors inaugural project included seeking feedback from children and young people about how we could improve our systems. We all know that there are many things we can all do to improve and enrich young peoples lives and for the most part they are simple. This year has seen Kennerley focus on listening to children and young peoples voices and changing our practice to ensure we include them in our day to day decision making.

One of the ways we have embedded child safe practices is by appointing a Young Ambassador, a young person who has experienced out of home Foster care, and, can speak very eloquently about how we can improve our systems. Our Youth Voices Booklet was presented to our government partners who embraced the work we have been doing as we seek to improve the outcomes for children and young people together... we can make a difference.

It is with great pride that we celebrate her achievements and success and we are grateful to all the young people in out of home care that contributed to this booklet. We could not have done this without you. We welcome the Tasmanian government's commitment to out of home care and sectoral reform and we look forward to being a true partner as we progress the reforms.



Gail, Andrea, Masika, Ginna (DTHHS)



BUSINESS MANAGER'S

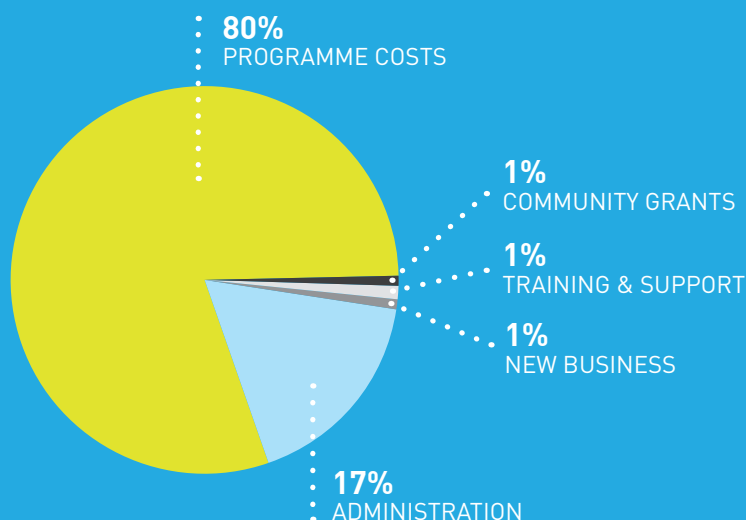
Financial Report

Having had the privilege of working for Kennerley for just over ten years, both as the Office manager and more recently the Business manager, I have witnessed many changes within this organisation.

The 2016/17 financial year has seen us consolidate our business and concentrate on longer term sustainability and growth. I am pleased that the deficit this financial year has been contained to \$33 000, a huge improvement on the previous year as we look to future proof our business and focus on the new ACNC requirements.

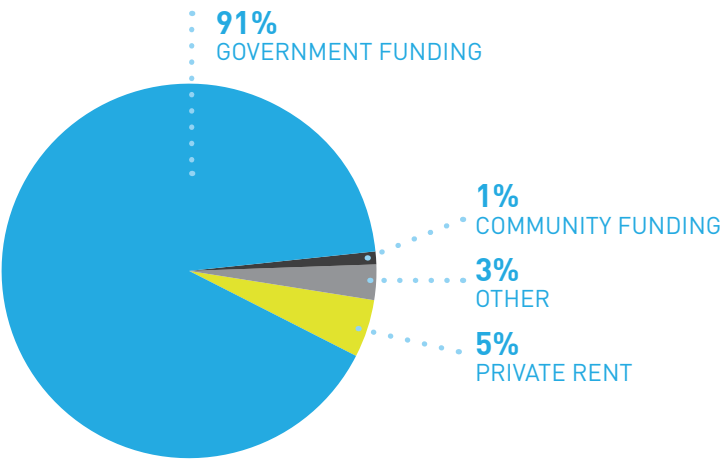
Throughout the year a tremendous effort has been made to manage our costs and balance the financial viability of our organisation against the need to grow our core business and look towards future programs and initiatives. We have used our income wisely and supported and grown our core programmes sustainably during this financial year.

EXPENDITURE



A majority of our income for this year was received from Government grants. We acknowledge our continued partnership with the Department of Health & Human Services, Child Safety Service and commit to continue to work together towards a sustainable, responsive and proactive service for vulnerable Tasmanians.

INCOME



By receiving these grants we have committed ourselves to work with the DHHS to develop an acquittal method that is both transparent and achievable. The acquittal process is progressing towards a unit cost methodology and being a small not-for-profit this has proved to be an arduous and time consuming task. We acknowledge the help we have received from WLF accounting and advisory and from the Department and we will be continuing to work with WLF to enable us to find a way to acquit to a level that is both sustainable for us and one that will meet the departments requirements.

As a true not for profit run by a voluntary board we are truly fortunate to have a progressive Board of Management who have diligently invested wisely in terms of property and share portfolios, enabling us to continue to give back in kind and support children and families in building a brighter future together.

I look forward to the next financial year in the knowledge that we have a proactive Executive Leadership Team, strong governance and dedicated professional workforce who will continue to work towards sustaining our financial viability allowing us to continue to do the worthwhile work we are so passionate about.

Sue Hedges

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2017

	2017	2016
INCOME	\$	\$
Administration & management fees	35,631	22,004
Carer's funding	55,567	56,115
Conference income	-	(465)
Cottage care	4,080	12,582
Emergency respite	344,709	234,009
Foster care	1,200,837	1,281,186
Grants	638,399	172,050
Health Board claims	-	167,527
Bank interest and dividends received	39,899	51,204
Long term foster care	359,007	122,710
Moving on	141,041	130,110
Other income	26,196	(26,226)
Rental income	143,235	166,572
TOTAL INCOME	2,988,601	2,389,378

EXPENDITURE	\$	\$
Administration	84,728	58,136
Assessment	17,000	14,700
Advertising	39,337	-
Child care fees	-	107,621
Counselling, training & support	46,736	34,287
Depreciation	56,622	64,342
Education	4,993	3,416
Electricity and water	21,018	31,288
Foster care board payments	1,151,897	1,050,591
Gifts, presents & pocket money	5,418	4,221
Insurance	52,513	49,500
Motor vehicle expenses	19,959	23,255
Payroll	963,998	804,936
Recreation	7,163	8,132
Rent	78,234	124,364
Repairs and maintenance	98,324	23,185
Respite payments	137,386	148,377
Specialised care payments	196,168	23,747
Sundry expenses	40,380	36,940
TOTAL EXPENSES	3,021,874	2,611,038
Net surplus/(deficit) for the year	(33,273)	(221,660)

OTHER COMPREHENSIVE INCOME		
Revaluation increment on land & buildings	2,987,558	-
Total comprehensive income for the year	2,954,285	(221,660)



STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2017

	2017	2016
ASSETS	\$	\$
Cash and cash equivalents	1,312,702	1,261,372
Trade and other receivables	39,023	81,855
Investment portfolio	401,283	367,306
Other assets	10,960	11,124
TOTAL CURRENT ASSETS	1,763,968	1,721,657
NON-CURRENT ASSETS		
Property, plant and equipment	4,029,542	1,088,838
TOTAL NON-CURRENT ASSETS	4,029,542	1,088,838
TOTAL ASSETS	5,793,510	2,810,495
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	135,932	86,755
Employee benefits	144,056	161,681
TOTAL CURRENT LIABILITIES	279,988	248,436
NON-CURRENT LIABILITIES		
Employee benefits	38,154	40,976
TOTAL NON-CURRENT LIABILITIES	38,154	40,976
TOTAL LIABILITIES	318,142	289,412
NET ASSETS	5,475,368	2,521,083
EQUITY		
Asset revaluation reserve	3,185,083	197,525
Accumulated Surpluses	2,290,285	2,323,558
TOTAL EQUITY	5,475,368	2,521,083

OUR Sponsors





Kennerley

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9 Timsbury Road Glenorchy TAS

Phone: 6272 5900

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