



ANNUAL REPORT

21-22



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OUR PURPOSE

To build a brighter future for children, young people and their families.

OUR VALUES

Integrity & respect

We are committed to a culture of honesty, accountability, justice, and unconditional positive regard and respect for every individual.

Inclusion & self-determination

We believe that true inclusion enables people, and, creates a better quality of life, a greater sense of independence and self-worth. Our foster carers and volunteers are celebrated as a critical part of our team, they assist us to build a brighter future for children and young people every day.

A culture of quality & safety

We are determined to improve our services every day in safeguarding our children, our clients, and the families we serve. We also intend to do our part for the environment, reducing our carbon footprint making our world greener and a healthier planet.

CHAIRMAN'S REPORT

It is with pleasure that I present the 2021-2022 Annual Report for Kennerley Children's Homes Inc.

In our 152nd year since our founder Alfred Kennerley started the organisation I am pleased to say that the organisation from the board, management and all who the work for Kennerley have strived to ensure that the initial vision of providing support for those young ones in our community, through no fault of their own, cannot live in their own families care.

I particularly thank the board for their support and guidance ensuring the organisation can continue with its work in a stable and progressive manner. We were pleased to welcome two new board members Louise Bone and Andrew Goldsworthy and thank them for their valued input to board discussions already.

The COVID-19 pandemic has made life more difficult but the resilience of the general manager and staff has ensured that the work that needed to be done continued in its usual efficient manner.

Despite the financial strains put on the organisation by the National Redress Scheme, we have been able to finish the year in a reasonable sound position. The actions taken by the board to sell off some of our properties that were not required for the continuing operations allowed us to meet all our obligations under the scheme to date.

Finally I thank Andrea and all staff and carers for their wonderful work again this year.

Robin (PC) Jacques OAM
CHAIRMAN



Board appoints BDO Australia as new auditors & converts from MYOB to Xero

Kennerley strives to be a contemporary organisation and this is only possible by employing dedicated and passionate staff, having a continuous improvement culture, and ensuring our culture is aligned with our strategic vision at every level of our organisation. In late 2021 the board appointed new auditors, BDO Australia and commissioned 55M's Managing Director, Jonathon Stone, to analyse our portfolio risks, establish how we are tracking, and identify what improvements we can make.

Through survey results from internal and external stakeholders, we can identify our strengths and areas for improvement to ensure we continue to be a vibrant sector leader. The work focuses on establishing the conditions necessary for high performance and a whole system approach that enables sustainable cultural change and agility.

Jonathon helps organisations identify where teaming is critical, assessing team performance and helping to establish, systems, processes and the conditions so that teams can deliver sustainable results today and into the future. Teams, rather than individuals, are the units on which organisations, institutions, government departments and sectors can focus to improve individual and collective capability, which in turn drives collaboration, change and agility.

FINANCE & RISK COMMITTEE REPORT

Our finance, risk & governance committee have assessed our small business cyber security status and worked hard to ensure we have the proper controls to limit multiple entry point devices used in our daily business.

Whilst our case management systems, records, and Office 365 technologies are all cloud-based, we continue to assess any potential gaps. Our Australian Signals Directorate "Essential 8 Framework" provides the criteria for a comprehensive audit of our systems and procedures to determine the next steps and manage any gaps in our cyber risk and IT packages.

The Elements of a Three-Tiered Model

- Prevents attacks = App Control + Patch app + configure Microsoft Office macros + user app hardening
- Limits extent of attacks = restrict admin privilege + Patch operating system + multi-factor authentication
- Recovers data and system availability = daily backups



GENERAL MANAGER'S REPORT

Last financial year, we continued to focus on our ongoing dedication to safeguarding children and young people. Enshrining our commitment to National Child Safety Standards saw us attend cross-sectoral workshops to ensure that the out-of-home care sector and government departments both shared a renewed commitment to upholding these important national standards embedded in legislation.



Child Safety Practice Awards

Our team at Kennerley were particularly proud to be a part of this exciting cross-sectoral initiative. During Child Protection Week (September 2021), we honoured those who have significantly contributed to outcomes for children and young people. It was a wonderful celebration of the sector and our partners at Child Safety.

I sincerely thank Danni from Create, Ruby from LWB, and Michelle from Baptcare, who worked so hard for this night to be a success. It was a wonderful evening where we celebrated young people and our teams. A special thanks to Ms Leanne McLean, Children's Commissioner, for opening the event, to Ms Sinsa Mansell for providing a moving and reflective Welcome to Country, and to the young people who shared the Master of Ceremonies role and their personal experiences.

Our sincere thanks also to the not-for-profits that contributed financially to make this event such a wonderful success.

Andrea Sturges
GENERAL MANAGER



Left to right: Andrea, Kirsten, Masika, Lara & Ruby



Left to Right: Tony Cohen, Andrea, and our departmental colleagues Michael Voumard OOH Manager, Jodie Franklin Manager NW, & Paulette Muskett Department of Child Safety

COMMISSION OF INQUIRY

Being loved, safe & having material basics



In 2021, our Premier, Peter Gutwein, announced a Commission of Inquiry to investigate Tasmanian Government agencies' response to allegations of child sexual abuse. The Commission of Inquiry examines Tasmanian government institutions' responses to allegations of child sexual abuse. The commission of inquiry will be the first formal investigation of Tasmanian government institutions' responses to child sexual abuse allegations.

The Honourable Marcia Neave AO, Professor Leah Bromfield, and The Honourable Robert Benjamin AM were appointed as Commissioners. In late 2021 a cross-sectoral workshop was hosted by the Commissioners

to ensure that the not-for-profit sector was able to participate in discussions about preventative measures to strengthen the service system and safeguard the care of children and young people by State based institutions. Kennerley was an active participant in these vital workshops.

We were excited to have the opportunity to be part of the systemic reform of foster care to strengthen and better protect against child abuse in institutional contexts. Kennerley completed several submissions to inform some of these improvements. We also spoke of our carers' valuable work and how the system needs to include them in care teams as valuable resources.

We were determined to reduce impediments to responding in institutional settings. We aim to ensure best practices in reporting and responding to allegations or incidents of risk to children and young people.

One of our well-respected foster carers, Mary Dickens, spoke eloquently about her experience with the system and suggested improvements. Another carer, Robyn Shooobridge, gave compelling evidence of struggles foster carers face, particularly with the NDIS and children with a disability accessing the support they need to thrive and grow.

As the general manager, I described the variance between Tasmania and other regions regarding our lower board payments. Our system failed to meet the actual unit costs of caring for our most valuable assets – our children.

We look forward to the recommendations and findings from the Commission of Inquiry and understand that reports and recommendations will be submitted to the Governor of Tasmania by 31 August 2023.



CHARTER OF RIGHTS



- 1 I have the right to feel loved, safe and happy.**
- 2 I have the right to learn, grow, and be healthy.**
- 3 I have the right to be heard and listened to, and be part of decisions about my life.**
- 4 I have the right to spend time with my natural family, my mum, dad, brothers, sisters and my culture.**
- 5 I have the right to play, have friends and be an active person in my community.**

OUR YOUNG AMBASSADOR

Participating, learning, being healthy and having a positive sense of self and identity



Kirsten Shaw, Young Ambassador
(L) Right and (R) Ms Leanne McLean
Tasmania's Commissioner for
Children and Young People

It's been a busy year for young people as we include them in several projects that allow us to give feedback and improve their journeys in foster care.

I was pleased to attend the Child Safety Practice Recognition awards, which recognised outstanding case management practices around the state.

In February 2022, the Australian Centre for Child Protection (ACCP) contacted Kennerley to improve and capture young people's opinions and perspectives of their OOHC journey in state care. This initiative came out of the Commission of Inquiry. It was established to ensure that children's and young people's voices are heard.

The Commission of Inquiry contracted expert researchers (ACCP) to conduct a project to engage children and young people across Tasmania to explore their understanding of safety within Tasmanian Government agencies.

The project will directly engage children and young people to explore the following:

- how safe they feel in key government institutions,
- features of an organisation that increase or decrease their feelings of safety,
- extent to which they feel confident raising safety concerns,
- how they would raise these concerns (if inclined), to whom and what influences these decisions.

If young people and children raise concerns, in interviews or focus groups, about their interpersonal safety, and it is ethical and appropriate to do so, the project may also explore the following:

- awareness and understanding of high-risk, harmful, or potentially grooming behaviours by adults in an institutional setting (including through online mechanisms), and
- awareness and understanding of harmful sexual behaviours that other children and young people may exhibit.

It is important that we continue to drive education and life skills for young people that provide vital life skills and build their knowledge.

These workshops identified some learnings for Kennerley about general topics with young people that we had not considered. Designed to protect their health and safety and we commissioned relevant skilled practitioners who delivered the workshops in late June 2022.

- Consent and coercion;
- General types of coercive control;
- Cyber safety – keeping safe;
- Sex education and sexual identity;
- Gender diversity and general health; and
- Healthy relationships vs unhealthy relationships.

We must continue to provide education and support for young people to develop vital life skills and build their knowledge. We ran workshops for foster carers and staff on how we can assist children and young people. Our goals have been to support them to have healthy sexuality, be informed, and make decisions about their safety and health.

Using our MyState grant from 2021, we could cover the cost of having a clinical psychologist lead workshops for young people on the impacts of trauma. Sessions covered the impact and types of trauma and normalised the conversation in response to traumatic experiences. We also had sessions that defined resilience and developed self-care plans with each young person for their individual needs. These were personal projects to help each person manage everyday stressors in school, work, and general life.

Additionally, we thank the MyState Foundation for the "Growing Up Financial" workshops in 2022 and 2023. MyState, in conjunction with Unica Wealth Hobart, has assisted us in educating young people in state foster care to earn everyday skills in budgeting.

The five-week workshop series saw participants exposed to:

- Understanding debt – including types, when to use, and when to avoid;
- Understanding savings and investing and why time matters;
- Resource calculators, available products and setting a plan; and
- Tax, superannuation, compounding interest, insurance and the share market
- Developing a financial plan and presenting it to the group.

Each participant was given a free Barefoot Investor publication and \$200 to manage and use as part of how they would develop a plan for their fixed amount.

I was also privileged to attend a Zonta cocktail evening and share my story with its members and guests. We are grateful to the Zonta Club of Hobart for its long-standing reputation and support in helping young women thrive. We thank them for their fundraising efforts and generous spirit.

Kirsten Shaw

YOUNG AMBASSADOR

CLINICAL PRACTICE LEADERS OPERATIONAL REPORT

In 2021 we had additional social work students on board, and we thank Lily and Elora for their hard work. We once again wish to thank our partners at UTAS Social Work for the opportunity to host final-year social work students. We feel privileged that we can provide a chance to unpack their practice framework, build their skill in risk assessment, and manage ethical dilemmas in the workplace.

In 2022 we took on six additional social work graduates. We thank Jo Lang for her tireless commitment to their supervision and the team for welcoming all students. This has included team supervision sessions and providing vital support to each student through a commitment to developing and reviewing the students' learning plans. We have been very fortunate to work with Molly, Renee, Aliya, Maddie, Ash, and Bronwyn.

Throughout 2021 – 2022 we have focused on continual professional development and the expansion of shared strategies to support our ongoing learning. This has included implementing a formal peer supervision model that focuses on exploring complex issues, ethical dilemmas and influences on our practice.

Additionally, we strive to become more aware of the factors that impact how we do our work. This includes examining our core values and the frameworks that resonate with us to serve children, carers and the community best.

We continually focus on reviewing and improving our organisational approach to programs, including the development of a rotational intake roster to best respond to the needs of carers and the community.

This approach has also filtered into our recruitment strategies, ensuring prompt attention to all enquiries and regular pre-service training sessions. As a result, we have enjoyed working more closely with carers and collating their knowledge and expertise concerning the recruitment and retention of carers. Thank you to everyone who has given time to assist us with information and training sessions.

Also, during the 2021-2022 period, Kennerley carers and staff have been involved and supportive of restoring multiple children to their families. Working proactively with Child Safety and other support services has been fantastic in developing and supporting well-developed reunification processes, which frequently focus on ongoing relationships between foster carers and children following restoration.

We continue to work closely with ACF regarding our accreditation as a Safeguarding Children Organisation. I am delighted to report a positive result from our recent annual audit.

I look forward to working with Kennerley, the community and other services to support prioritising safety and well-being for all children in Tasmania.

Bronwyn & Renee



Our foster and respite carers are the backbone of our industry.

We are proud to announce that Robyn Shoobridge and Monika Scott are completing a Post Graduate Certificate in Developmental Trauma through the Australian Childhood Foundation, ensuring we continue to be a trauma-informed leader in our sector. Robyn has also applied to join the team as a therapeutic coordinator. She will assist us in recruiting more quality carers for Kennerley within the Community Emergency Respite program.

Our foster and respite carers are the backbones of our industry. Without them, we couldn't care for children and young people that need a place to call home. We celebrated our volunteers' contribution with our annual thank you lunch in Lenah Valley on 25 November 2021.

This year we introduced a peer supervision model for improved complex decision-making. We also have stayed committed to staff professional development. Over the year, we covered ethical frameworks, a team resilience plan, conscious professionalism and applied practice frameworks.

We wish to thank Carol Barker, who retired in early February 2022. Carol was instrumental in shaping our organisation into the modern IS records-savvy agency it is today. We also congratulate her on her many achievements in public service. Carol's dedication to children and young people in preserving their history was a priceless gift for each of them. Carol has served her community with integrity and was always a quiet achiever with a great sense of humour. A much-missed member of the Kennerley team.

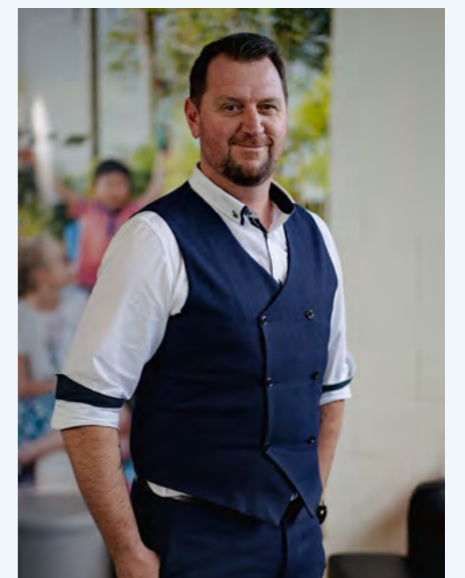
We wish Carol well in her retirement and additionally thank her for onboarding Shaun Gorrell, our new IT and records manager. Shaun has a background in Legal Aid, commercial banking, IT, and retail. Shaun's administrative skills and methodical attention to detail mean we can continue to improve how we do business as an accountable organisation with solid governance.



Robyn Shoobridge



Robyn Shoobridge, & Andrea congratulating her on her achievements – a foster carer and staff member who is completing her Graduate Certificate in Developmental Trauma



Welcome to the Kennerley team: Mr Shaun Gorrell, Records IT Manager

OUR KEY SUCCESS FACTORS

1

Provide quality care to an increased number of children

We continue to assist children and young people to feel loved and safe and access material basics. We want them to have the ability to learn and grow to reach their full potential, so we offer scholarships to assist in these goals. In this last financial year, two of our young people were awarded a fee-free university undergraduate scholarship.



234

OUR CARERS OPENED THEIR HOME AND HEARTS TO A TOTAL OF 234 CHILDREN THIS LAST FINANCIAL YEAR.



30

NEW FAMILIES OPENED THEIR HEARTS AND HOMES TO CHILDREN IN NEED HOUSEHOLDS APPROVED

2

Safeguarding children and young people

BEING HEALTHY & LEARNING



This year we focussed on our Moving on Programs financial wellbeing, their self esteem and resilience and a facilitated sex education course run by and external speciality in the field. These additional classes would not have been possible without My State generosity of spirit in building a brighter future for our young people. These topics were at the young peoples request, focusing on relationships, coercive control and warning signs of family violence and dysfunctional relationships. This was to be sure they are life ready when they exit foster care.

3

Quality & safety

OUTCOMES DRIVEN



We continue to offer children and young people safe environments where they have a voice and fell included in decisions about their life. We have once again completed our annual returns for the Australian Children's Foundation Safeguarding children accreditation. Our volunteers, staff, Foster carers and Board of Directors have all completed their online Safeguarding Children modules and have a clear understanding in their role of protecting children & young people.

4

Financially viable



We have embraced technological advances, outsourced and restructured our services to allow for further efficiencies.

Family-based foster care

STABILITY

A relatively high proportion - **72%** of children have felt loved and safe in our care have been in their placement for more than three years - regular long-term care.

WE HAVE A TOTAL OF 114 APPROVED CARERS

Moving on Program

The young people from the MOP all took part in an advisory meeting with Tasmania's Commissioner for Children and Young People, which provided a platform to give feedback on our foster care system. In addition, we ran a commercial focused on children during Child Protection Week. This demonstrated their collective right to have a voice in decisions about feeling loved and safe, accessing their culture and education, and feeling connected to their community.

THIS LAST YEAR SAW US FOCUS ON FINANCIAL WORKSHOPS, RESILIENCE, AND SKILLS FOR LIFE.

MEET KAT & PETE FRASER-HAMPSON FOSTER CARING FOR OUR CHILDREN SINCE 2017



**FINANCIAL
REPORT**



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	2022	2021
	\$	\$
Income		
Administration and management fees	-	16,724
Bank interest and dividends received	22,408	2,112
Carer's funding	76,166	59,731
COVID-19 government assistance	-	100,000
Emergency respite	399,243	375,103
Foster care	2,161,353	2,165,079
Grants	15,750	24,750
Long term foster care	792,771	834,613
Moving on	195,901	179,026
Other income	67,870	355,275
Rental income	134,733	142,248
Total Income	3,866,195	4,254,661
Expenditure		
Administration	96,818	113,326
Advertising	66,561	39,682
Assessment	20,300	15,500
Counselling, training and support	118,379	87,355
Depreciation	74,306	79,985
Electricity and water	19,024	17,859
Foster care board payments	2,161,353	2,093,856
Gifts, presents & pocket money	3,888	1,577
Insurance	69,865	62,292
IT expenses	42,198	58,787
Motor vehicle expenses	13,929	11,438
Payroll	1,063,685	916,952
Redress scheme expenses	315,942	(158,933)
Properties expenses	7,638	61,708
Repairs and maintenance	19,484	78,815
Respite payments	100,510	92,402
Donations	4,860	-
Legal Costs	21,739	-
Sundry expenses	29,429	26,592
Total Expenses	4,249,908	3,599,193
Net surplus/(deficit)for the year	(383,713)	655,468
Other comprehensive income	-	-
Total comprehensive income for the year	(383,713)	655,468

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	2022	2021
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	315,341	763,267
Trade and other receivables	42,815	76,751
Other financial assets	638,679	628,310
Prepayments	7,265	-
TOTAL CURRENT ASSETS	1,004,100	1,468,328
NON-CURRENT ASSETS		
Property, plant and equipment	2,893,706	2,905,701
TOTAL NON-CURRENT ASSETS	2,893,706	2,905,701
TOTAL ASSETS	3,897,806	4,374,029
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	292,527	185,837
Employee benefits	70,169	101,144
National Redress Scheme provision	16,667	16,667
TOTAL CURRENT LIABILITIES	379,363	303,648
NON-CURRENT LIABILITIES		
Employee benefits	32,466	38,431
TOTAL NON-CURRENT LIABILITIES	32,466	38,431
TOTAL LIABILITIES	411,829	342,079
NET ASSETS	3,485,977	4,031,950
EQUITY		
Reserves	3,314,600	3,547,056
Accumulated surpluses	171,377	484,894
TOTAL EQUITY	3,485,977	4,031,950



SPONSORS



RACT – driving brighter futures
 ABC Giving tree appeal involvement
 Carers and children Christmas Party
 courtesy of Cascade Restaurant
 Nigel and Nettie Clutterbuck Trust



Kennerley
Building a brighter future for Tasmanian families since 1869

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 /KennerleyKids

www.kennerleykids.org.au