

Kennerley

Annual
Report

22

23



Kennerley

**OPEN YOUR
HEART AND
YOUR HOME**



CONTENTS

STRATEGIC PLAN 2024-2026	4
CHAIRMAN'S REPORT	5
FINANCE AUDIT & RISK MANAGEMENT COMMITTEE REPORT	6
CHIEF EXECUTIVE OFFICER'S REPORT	7
CHILD SAFETY RE-ACCREDITATION.....	8
CHARTER OF RIGHTS	9
SPONSOR SPOTLIGHT	10
CLINICAL PRACTICE LEADERS OPERATIONAL REPORT.....	12
OUR KEY SUCCESS FACTORS	14
MEET OUR FOSTER CARE FAMILY	16
FINANCIAL REPORT.....	20
SPONSORS.....	23

STRATEGIC PLAN 2024-2026

Vision: A Tasmania where every child can reach their full potential.

Purpose: Well-being of children and young people in our care.

Values: COURAGE EMPATHY RESPECT INCLUSIVITY EMPOWERMENT

CONTRIBUTIONS KENNERLEY MAKES TO OUTCOMES FOR TASMANIAN COMMUNITIES

- Long-term wellbeing for children and young people who experience of out of home care.
- A growing community of diverse carers providing safe, quality care for children and young people.
- Positive intergenerational impacts for individuals and families who engage with care options.
- Research, and engagement with lived experts, to measure and evidence our impact.

GOALS AND STRATEGIC OBJECTIVES

1. SAFETY AND WELLBEING OF CHILDREN AND YOUNG PEOPLE	2. CLIENT-CENTRED, TRAUMA AWARE PRACTICE	3. SHAPING OUR SERVICE ENVIRONMENT	4. SUSTAINABILITY
1.1 Children and young people in our care achieve their goals across all domains of the Tasmanian Child & Youth Wellbeing Framework.	2.1 Our services are client-centric, with children, young people and carers exercising informed choice and self-determination.	3.1 We are a trusted partner of government, exceeding our service commitments, and advancing improved policy and practice.	4.1 The outcomes achieved by children and young people in our care attract diverse sources of funding and investment.
1.2 Kennerley carers achieve their goals to provide safe homes and environments for children & young people.	2.2 Our model of care is contemporary, evidence-based and informed by lived experiences.	3.2 We are a sector leader, collaborating to enhance child and young person wellbeing, through research and advocacy.	4.2 We make evidence-based decisions, and strategically consider options for service growth and long-term viability.
1.3 Our staff are fulfilled and motivated by supporting children, young people and carers to achieve their goals.	2.3 We monitor, measure and evaluate our performance in order to continuously improve.	3.3 We celebrate the outcomes achieved by children, young people and carers, including modelling best practice.	4.3 Our infrastructure, systems and processes enhance performance, and ensure the safety of consumers and staff.
1.4 Our community partnerships provide comprehensive support for children, young people and carers.	2.4 We innovate and develop new initiatives to meet the needs of children, young people and carers.	3.4 We are the provider of choice for children, young people, carers and families.	4.4 To fulfill our purpose, our leaders are accountable for achieving our goals, and exemplify our values.



Chairman's Report

It gives me much pleasure to present the Annual Report for Kennerley Children's Homes Inc. for the year ending 30th June 2023. Kennerley continues to deliver a high level of support to the children and young people that come into our care in collaboration with our many community partners.

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An added strain has been put on our resources due to the impact of the National Redress scheme and the quantum of historical claims. A clear decision was made by the Board to treat all claimants with empathy, respect and cooperation in addressing concerns. This has resulted in a significant effect on our financial position as shown in the financial report.

This year has seen significant changes to our Senior Management with the retirement of Andrea Sturges following seven years of dedicated service to Kennerley and the appointment of Cedric Manen as CEO; his enthusiasm and professionalism has been enlightening to date.

We thank Andrea for her untiring work in ensuring that Kennerley continued to grow and that all children in our care were safe and well cared for by expanding the carers and staff training to a high level with ACF accreditation.

I thank all Foster Carers for the work you do in caring for the children placed in your care. Without you opening your homes and hearts in situations that can be very demanding at times and not always easy Kennerley would not be able to continue to operate.

I thank all our staff for your dedication and hard work in supporting our carers and children in care, from the very youngest through to those in the moving on program.

Finally, I thank all Board members for their support, enthusiasm and input well beyond the normal meeting commitments. We continue to focus on strengthening our governance approaches to ensure the vision of our founding farther lives on.

Robin (PC) Jacques OAM

CHAIRMAN

Finance Audit & Risk Management Committee Report



This year the Finance and Risk Committee scope was expanded to align with more contemporary practice in the sector and is now called the Finance Audit and Risk Management Committee (FARM).

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In 2023 the FARM committee continued to fine tune our governance focus with the following functions included in the scope of our reporting to the Kennerley Board:

- Monitoring our Safeguarding Children accreditation and compliance processes
- Oversight of the annual financial audit process and associated recommendations
- Risk management reporting and monitoring
- Oversight of insurance renewals
- Monitoring our compliance against a range of business, operational and legislative standards
- Monitoring the performance and sustainability of the organisation

The committee had a busy year that saw us update:

- Our financial reporting to the Board
- Risk management framework, policies and reporting
- Our committee terms of reference to include a Safeguarding Children Champion with a focus on monitoring compliance as an accredited child safe organisation
- Our delegations policy

We were pleased to receive our unqualified audit report this year from BDO Audit partner David Palmer. We also thank the work of the Safeguarding Children Committee in ensuring we remain committed to the highest standards possible in keeping children in our care safe. The FARM Committee would like to thank the staff and our new CEO, Cedric Manen for their diligence in supporting our improvement initiatives. In closing I would like to thank my colleagues on the FARM Committee Bradley Van De Kamp and Graham Marshall for their ongoing and timely efforts and support.

Andrew Goldsworthy

CHAIR - FINANCE AUDIT AND RISK
MANAGEMENT SUBCOMMITTEE



Chief Executive Officer's Report

Last financial year we were pleased to be reaccredited by the Australian Childhood Foundation as a Safeguarding Children organisation; a testament to the work of the Board, our staff and the Safeguarding Children Committee.

As incoming CEO, I would like to thank and acknowledge Andrea Sturges for her stewardship of Kennerley over the past 7 years. I hope to build on the work of Andrea, the Board and staff in ensuring children, young people and their carers are well supported to achieve their full potential.

As the largest non-government provider of out of home care services in the state, we have many highlights to reflect on 2022-2023 with pride, including:

- Re-accreditation as a Safeguarding Children Organisation with Australian Childhood Foundation.
- A move of office premises to 24 Hopkins Street, Moonah and a launch of our premises by Her Excellency the Honourable Barbara Baker AC, Governor of Tasmania.
- Recruitment of 3 new Board members with complimentary skillsets to our existing skills based board.
- A focus on good governance , working with the Kennerley Board on benchmarking our governance practices and improving them.
- A positive staff engagement score of 75% with a range of engagement initiatives implemented.
- Supported a range of advocacy and consultation exercises with the Child Advocate, Commissioner for Children and Young People and DECYP staff.
- Enhanced communications with our carer populations through a revitalised electronic newsletter.

- Respectful engagement with community members in settling claims of historical child abuse.
- Commenced work on a Kennerley Intranet to improve internal collaborations and communication.

I would like to acknowledge the warm welcome that I have received from carers, children and young people in care and our many community partners and stakeholders. Our carers are amongst the kindest and most generous people I have met; thanks for continuing to open your hearts and homes. I would also like to acknowledge the gracious financial and in kind support received from our many sponsors and donors acknowledged on the last page of the Annual Report. My thanks to the Kennerley Staff who work tirelessly in creating better opportunities for children and young people, working with carers and collaborators through a range of life situations. Thanks to Shaun and Monika as members of the leadership team for supporting me in operationalising our strategic intent, and to the Kennerley Board for setting our strategic priorities, direction and support.

Collectively we will continue to make a difference in the lives of the children and young people in our care

Cedric Mamen

CEO

Child Safety Re-accreditation



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Kennerley Children's Homes achieved accreditation as a Safeguarding Children organisation in 2020. Late 2022 and the first half of 2023 saw the Kennerley safeguarding team undertake substantial activity in preparing for the reaccreditation audit and review in June 2023. Reaccreditation activities were led by key personnel – Safeguarding Children Coordinator Avril Lever, Clinical Practice Leader Monika Scott and Business Manager Shaun Gorrell. The support of Kennerley's Chief Executive Officer Cedric Manen and the Board of Directors was invaluable throughout this high intensity period as additional time and energy was required to review and approve new and updated policies, procedures and documentation.

In preparation for the audit, 34 policies, procedures, forms, and frameworks were developed or reviewed, incorporating feedback from Australian Childhood Foundation (ACF) auditor, Jacintha Condillac. These were endorsed and approved by the auditor and approval to progress to audit was granted. During the audit, interviews were conducted with personnel including staff (permanent and casual), volunteers (including carers and Moving on Program caretakers), and Board members. A sample of HR files were reviewed with the Business Manager's support. Young people aged 13 years and over were invited to participate via anonymous survey, and a number did so.

Kennerley were provided with a report reflecting the information and feedback gained throughout the audit process. Following the receipt of this, key personnel participated in an interview with the ACF Safeguarding panel and were advised at the conclusion of this, that Kennerley had achieved reaccreditation. A plan for continuous improvement and deeper embedding of processes to support Safeguarding has been made and will be continually actioned and reviewed. This includes the formalisation of the Safeguarding Committee and appointment of the Board of Directors Safeguarding Champion.

Kennerley are grateful for the support of the Board of Directors, CEO and key personnel who played a vital role in our organisation achieving this important reaccreditation. We are particularly indebted to our volunteers, carers and young people who participated in the audit process and provided invaluable feedback that will be used to strengthen our practices and processes prioritise the safety of any children participating in Kennerley's programs or activities. Kennerley are proud to be an organisation with zero tolerance of abuse and neglect.

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.



Sponsor Spotlight



Nigel and Nettie Clutterbuck

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Nigel and Nettie have been active supporters of Kennerley Children's Homes for a number of years. Nigel and Nettie have served the Kennerley community through the sponsorship and promotion of educational programs and opportunities for young people growing up in care. Nigel and Nettie are strong advocates for children and young people in care and creating supports that promote optimum conditions for positive change. The Nigel and Nettie Foundation has contributed \$15,000 to children and young people in care over the last financial year which has been used for educational and social experiences designed to stretch the young people and create a strong sense of community.

Recently Nigel advocated for and was able to secure a donation of driving lessons for young people in care from the RACT. Nigel's continued support of end of year 10 and 12 celebratory dinners through his volunteered time and Mustang vehicles endears him to the community of young people. Nigel has been a long-standing member of Kennerley's Board of Directors, a strong advocate for the Moving on Program and his service and the sponsorship by the Nigel and Nettie foundation is greatly appreciated.

Sponsor Spotlight



Zonta Club of Hobart

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Zonta is an international service organisation with clubs across approximately 66 countries. The Zonta club of Hobart has been in existence for 52 years with a charter of providing a better world for girls and women. The club contributes to this by providing service, such as donations from fundraising and advocacy for women or girls that require additional support. Jill Taylor, the current President of the Zonta Club of Hobart has been a longstanding member, joining in 1999. The Hobart club is a strong advocacy and fundraising body, keeping abreast of key issues for women and girls and lobbying government and other key organisations to influence positive change. Each year the club hosts a key fundraising event in support of young women participating in Kennerley's programs.

Over the last three years Zonta has provided grants to young women participating in the Moving on Program to support their tertiary and other studies. This has helped the young women purchase items like text-books, study materials, as well as uniforms or clothing for the workplace. Kennerley is grateful for Zonta's continued support; we are proud to partner with an organisation that continues to deliver positive outcomes for women and girls in Tasmania and globally.

Clinical Practice Leaders Operational Report



The last financial year has been a busy one in which we welcomed onboard Cedric Manen as Chief Executive Officer, Jane Donaghy in the role of Foster care recruitment and retention and Emma Ford and Liahm O'Brien as casual support workers, joining our established team of staff. Throughout the 2022-2023 financial year, our team of passionate and committed carers provided safe and quality care to 157 children and young people through our family based foster care program and 2368 nights of respite care through our community and respite and informal kinship care programs. We welcomed on board 19 foster and kinship households across our programs who have added further skills, diversity and capacity to our already highly committed and passionate foster care pool.

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Throughout the 2022-2023 financial year, Kennerley operated multiple programs across Southern Tasmania –Family Based Foster Care, Community and Respite Care, Family Connections, Informal Kinship Care and Moving On. We have had many opportunities to refine our model of care using our evidence based and feedback from carers, children and young people to guide our direction. We continue to partner with UTAS to support student placements through the school of social work to improve the quality of care in our sector.

Family Based Foster Care

Our four dedicated therapeutic care coordinators across the family based foster care program have supported over 180 children and 97 carers to provide care to children and young people on a medium to long term basis. We have been so proud of the young people who have transitioned out of our care programs and continue to live with their caregivers or have been supported to transition to independence. Thank you to the carers and community supporters who have been part of this valuable process for our young people.

Community and Respite Care

Our dedicated therapeutic care coordinator has supported and coordinated the care of children and young people who have needed to access respite care across our programs. The 2368 nights provided to children and young people have contributed to their safe and extended connections and also prevented children and young people entering the statutory child protection system. Thank you again to the carers who have provided emergency and short stay respite care.

Moving on Program

Our Moving on Program coordinator has supported 12 young people in their journey to independence. All young people are exceptional individuals who are ambassadors for children and young people in care and contribute constantly to the evaluation of and recommendations for, changes within our system. We are very proud to support the graduation of five young people from Grade 12 at the end of this year, and the continued attendance at university, other learning environments and professional work for others.

Family Connections

Our family connections program continues to grow and we are very proud of the child focussed lens we apply to this program. Children and young people are provided with multiple opportunities to voice their opinions about participating in the program and are encouraged to provide us with feedback so we can make this program the best it possibly can be for all those accessing our service.

It has been heartening to hear feedback such as:

"I would not have felt confident to take care of my children on my own without this support."

"My worker makes me feel safe." (YP aged 6)

"My family are grateful as the service helped us get ready for shared parenting."

I would like to thank the staff, management and Board of Kennerley for their continued support of our programs that make real differences in the lives of children, young people and carers that we support.

Manika Scott - KENNERLEY CLINICAL LEAD

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 and to reach their full potential. We value the role of Kennerley carers in creating safe and welcoming home environments.



274

OUR CARERS OPENED THEIR HEARTS AND HOMES TO A TOTAL OF 274 CHILDREN THIS LAST FINANCIAL YEAR.



19

NEW FAMILIES OPENED THEIR HEARTS AND HOMES TO CHILDREN IN NEED.

2

Safeguarding children and young people

AND PROVIDING QUALITY CARE



This Year Kennerley underwent a recertification process with the Australian Childhood Foundation and were reaccredited as a Safeguarding Children Organisation. This process gave Kennerley the opportunity to review a range of policies, procedures and practice in line with state and national standards. Our Clinical Lead and CEO have worked on redefining our model of care with a view to strengthening outcomes for children, carers and our community.

3

A well managed, vibrant and innovative sector leader with sound governance

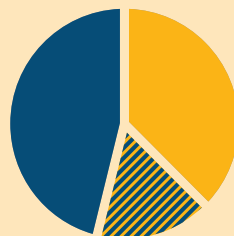


This year we recruited a new CEO with over 25 years executive leadership experience in the commercial and community sectors. Our Finance Audit and Risk Management Committee have revised a range of Governance policies to ensure of our continued success.

The Board completed an Australian Institute of Company Directors questionnaire to baseline our governance processes with view to strengthening and refining them. We have pursued a range of research partnerships to continue to build new and innovative approaches and improve the evidence base for our important work.

4

Financially viable



Our annual audit process has again established Kennerley as a viable going concern. Management continues to look at opportunities of streamlining our work and generating operational efficiencies so we can achieve great outcomes in the light of cost of living increases.

MEET OUR FOSTER CARE FAMILY

Karen and Jade have been valued foster carers with Kennerley for 9 years. Karen and Jade currently take care of four children from two sibling groups and have also looked after many other children over their caring journey including supporting children and young people to return home, to move to kith or kin or during emergencies or over periods of respite. In recent years, Karen's adult daughters Anita and Kristy have also joined Kennerley as foster carers, and together this amazing family network currently support 6 children full-time and others for respite and during emergencies. We are very grateful to have Karen, Jade and their family as valued members of our fostering network.

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Karen says:



Foster care was something we had always wanted to do. Once our son started school I knew that it was the right time to do what we wanted to do and we went to our first training to become foster carers. We wanted to give love, stability and a caring home to someone that never had that and we couldn't wait for this to happen.

There are many rewards with fostering including seeing these beautiful children learn to adjust and settle into family life and in time watching them start to believe in themselves and letting us become their family too.

Some of the children we have had in our care have had their problems but once they start to trust you they start to blossom.

The love and relationships you form with them is very rewarding and even though this doesn't happen quickly and can be a long hard slog to get to this, it's all worth the effort to achieve this and see it happen.

My advice to new carers is if fostering is something you want to do, give it a go. It's hard to know what it's going to be like until you try as all children are different in terms of what they need and what they have been through. Never be afraid to ask for help or advice if needed as you will have a great support network that will always be there to give the best advice 24/7. We never feel alone as there are many ways to get support if we need it.

Foster care has made our family bigger, there is more love to be shared, more stories to be told and more memories to be made.

Kennerley have always been a wonderful support to us. We have built connections with caring and supportive workers. Kennerley has become part of our family as they are and will be there with us on our fostering journey."

**THIS IS
FOSTER
CARE**

Karen & Jade





Financial report



PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
Revenue		
Administration and management fees	-	-
Bank interest and dividends received	11,108	22,408
Carer's funding	-	76,166
COVID-19 government assistance	-	-
Emergency respite	402,723	399,243
Foster care	826,504	2,161,353
Grants	-	15,750
Long term foster care	2,537,260	792,771
Moving on	219,494	195,901
Other income	82,517	67,870
Rental income	249,142	134,733
Total Income	<u>4,406,607</u>	<u>3,866,195</u>
Expenses		
Administration	96,843	96,818
Advertising	55,511	66,561
Assessment	24,664	20,300
Bad debts expense	71,867	-
Counselling, training and support	170,610	118,379
Depreciation	105,547	74,306
Electricity and water	20,858	19,024
Foster care board payments	2,330,123	2,161,353
Gifts, presents & pocket money	3,085	3,888
Insurance	71,386	69,865
Interest expense	6,255	-
IT expenses	35,558	42,198
Motor vehicle expenses	18,367	13,929
Payroll	1,272,836	1,063,685
Redress scheme expenses	476,799	315,942
Properties expenses	38,937	7,638
Repairs and maintenance	34,360	19,484
Respite payments	100,284	100,510
Donations	6,698	4,860
Legal Costs	12,588	21,739
Sundry expenses	65,498	29,429
Total Expenses	<u>5,018,674</u>	<u>4,249,908</u>
Net surplus/(deficit)for the year	<u>(612,066)</u>	<u>(383,713)</u>
Gain/Loss on Disposal of Shares	(6,312)	-
Gain/Loss on Disposal of Property	431,046	-
Other comprehensive income	<u>424,734</u>	<u>-</u>
Total comprehensive income for the year	<u><u>(187,332)</u></u>	<u><u>(383,713)</u></u>

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2023

	2023	2022
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	521,368	315,341
Trade and other receivables	141,302	42,815
Other financial assets	265,032	638,679
Prepayments	90,035	7,265
TOTAL CURRENT ASSETS	<u>1,017,737</u>	<u>1,004,100</u>
NON-CURRENT ASSETS		
Right of use assets	176,891	-
Property, plant and equipment	<u>2,623,416</u>	<u>2,893,706</u>
TOTAL NON-CURRENT ASSETS	<u>2,800,307</u>	<u>2,893,706</u>
TOTAL ASSETS	<u><u>3,818,044</u></u>	<u><u>3,897,806</u></u>
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	251,805	292,527
Restricted funds	16,800	-
Deferred Revenue	64,951	-
Lease Liability current	34,965	-
Employee benefits	85,075	70,169
National Redress Scheme provision	1,279,875	16,667
TOTAL CURRENT LIABILITIES	<u>1,733,471</u>	<u>379,363</u>
NON-CURRENT LIABILITIES		
Lease Liability current	140,395	-
Employee benefits	<u>19,055</u>	<u>32,466</u>
TOTAL NON-CURRENT LIABILITIES	<u>159,450</u>	<u>32,466</u>
TOTAL LIABILITIES	<u>1,892,921</u>	<u>411,829</u>
NET ASSETS	<u><u>1,925,123</u></u>	<u><u>3,485,977</u></u>
EQUITY		
Reserves	2,050,824	2,140,037
Restricted reserves - NRS	618,844	1,174,563
Accumulated surpluses	(744,545)	171,377
TOTAL EQUITY	<u><u>1,925,123</u></u>	<u><u>3,485,977</u></u>



SPONSORS



RACT – driving brighter futures

**Carers and children Christmas Party
courtesy of Cascade Restaurant**

Nigel and Nettie Clutterbuck Trust

Banjos - New Norfolk and Rosny


Creek Road Ladies Knitting Club



Kennerley
Building a brighter future for Tasmanian families since 1869

24 Hopkins St, Moonah TAS 7009

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 /KennerleyKids

www.kennerleykids.org.au