



Katherine N.T.



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A 100% owned and operated  
Aboriginal organisation and corporation

# ANNUAL REPORT 2020-2021



# Contents

<b>01. INTRODUCTION</b>	<b>3</b>
• Organisational Overview	3
• Programs Delivered by Kalano	3
• Governance	4
• Vision Statement	5
• Mission Statement	5
• Values	6
• Strategy	7
<b>02. PRESIDENT'S REPORT</b>	<b>11</b>
<b>03. CHIEF EXECUTIVE OFFICER'S REPORT</b>	<b>13</b>
<b>04. CHIEF FINANCIAL OFFICER'S REPORT</b>	<b>14</b>
<b>05. CHIEF OPERATING OFFICER'S REPORT</b>	<b>16</b>
<b>06. KALANO BUSINESS DEVELOPMENT EXECUTIVE</b>	<b>18</b>
• Housing, Municipal & Essential Services	20
• Community Development Program (CDP)	22
• Assets & Fleet Management	22
• Community Engagement	22
<b>07. CHILDREN &amp; YOUTH PROGRAMS</b>	<b>28</b>
• Big Rivers Child & Family Centre	28
• Kalano Youth Diversion	30
• Kalano Kinship Carer Program	30
<b>08. TRANSPORT SERVICES</b>	<b>32</b>
• Kalano Youth Outreach & Transport Services (KYOTS)	32
• Katherine Community Transport	32
• Kalano Community Night Patrol	34
<b>09. KALANO DRUG &amp; ALCOHOL SERVICES</b>	<b>36</b>
• Venndale Rehabilitation Centre	36
• Venndale Transitional After Care (VTAC)	38
• Suicide Prevention	39
<b>10. KALANO SUPPORT SERVICES PROGRAMS</b>	<b>41</b>
• National Disability Insurance Scheme (NDIS)	42
• Commonwealth Home Support Program (CHSP)	44
<b>11. KALANO BUSINESS INCUBATOR</b>	<b>46</b>
<b>12. EVENTS</b>	<b>48</b>
<b>13. FINANCIAL REPORTS</b>	<b>60</b>

# INTRODUCTION

## Organisation Overview

**Kalano Community Association Inc. is a local Aboriginal owned and controlled resource organisation that provides social services, economic development, and housing to members in its communities, Katherine, and the surrounding area.**

The Association is in the position to represent the views of its members and Council to the wider community, numerous authorities, and governments on a range of issues affecting Aboriginal people, from both cultural and contemporary aspects.

Kalano was incorporated on April 9th, 1975 to provide affordable and appropriate housing to its local Aboriginal community members. In the early 1980s, Kalano Community Association developed Wurlu Wurlinjang - an Aboriginal Medical Service and then an alcohol rehabilitation program delivered from the Rockhole community until the Venndale Rehabilitation facility was established in the early 2000s.

Community members identified the need for culturally integrated medical services and rehabilitation programs as many individuals were not comfortable or successful with the existing program.

Over the past forty-five (45) years, Kalano Community Association has grown and evolved in response to the diverse social, health and economic needs of its various communities and member populations.

Current programs reflect those needs and the changing government funding structures.

On July 1st, 2018, Kalano Community Association Aboriginal Corporation was registered with the Office of the Registrar of Indigenous Corporations (ORIC) in response to an Australian Federal Government mandated requirement for all Indigenous government funded programs.

Kalano Community Association is the owner and sole shareholder of Kalano Community Association Aboriginal Corporation. The programs and services have been divided between the two entities as per Australian Government requirements.

## Programs Delivered By Kalano

### KALANO COMMUNITY ASSOCIATION

- Housing, Municipal and Essential Services (HMES)
- Community Development Program
- National Disability Insurance Scheme (NDIS)
- Commonwealth Home Support Program (CHSP)
- Kalano Youth Outreach and Transport Service (KYOTS)
- Katherine Community Transport
- Kalano Children and Family Centre
- Youth Diversion
- Kalano Kinship Carer Program



### KALANO COMMUNITY ASSOCIATION ABORIGINAL CORPORATION

- Venndale Rehabilitation Centre
- Venndale Transitional Aftercare (VTAC)
- Katherine Individual Support Program (KISP)
- Community Night Patrol
- Community Day Patrol
- Business Incubator



# GOVERNANCE

Kalano Community Association Inc. is an Aboriginal community-controlled organisation, governed by Councillors who are elected every two years by members of their communities. Annual General Meetings are held to report Association activities to its members.

## KALANO COMMUNITY ASSOCIATION INCORPORATED

1. President – Rick Fletcher
2. Vice President – Susan Berto
3. Treasurer – Rosslyn Weetra
4. Council Member – Marcus Rosas
5. Council Member – Glenn Nuggin
6. Council Member – Nolene Farrell
7. Council Member – Anita Bronghur
8. Council Member – Gabriel Henry
9. Council Member – Jason Brown
10. Council Member – Anne Marie McDonald
11. Council Member – Heather Mundul
12. Council Member – Timothy Allyson

## KALANO COMMUNITY ASSOCIATION ABORIGINAL CORPORATION

1. Corporate Member - Kalano Community Association Inc
2. President – Rick Fletcher
3. Vice President – Rosslyn Weetra
4. Treasurer – Kathleen Andrews
5. Director – Marcus Rosas
6. Director – Timothy Allyson

## FINANCE SUB-COMMITTEE

1. Rick Fletcher
2. Rosslyn Weetra
3. Susan Berto
4. Glenn Nuggin
5. Gabriel Henry

## BUSINESS ADVISORY COMMITTEE

1. Rick Fletcher
2. Susan Berto
3. Timothy Allyson
4. Marcus Rosas
5. Rosslyn Weetra

## CONSTITUTION WORKING GROUP

1. Rick Fletcher
2. Susan Berto
3. Kalano CEO
4. BDO Representative

## COMMUNITY ADVISORY GROUP

1. CEO
2. Heather Mundul
3. Rosslyn Weetra

KALANO ADMIN  
CHILD CARE  
GARRAKLA DRIVE

MIALI DRIVE

SPORTS OVAL

AGED CARE  
COMMUNITY PATROL

## MISSION STATEMENT

To deliver effective culturally appropriate programs and services that aim to improve and empower the lives of our families, create healthy homes and communities.

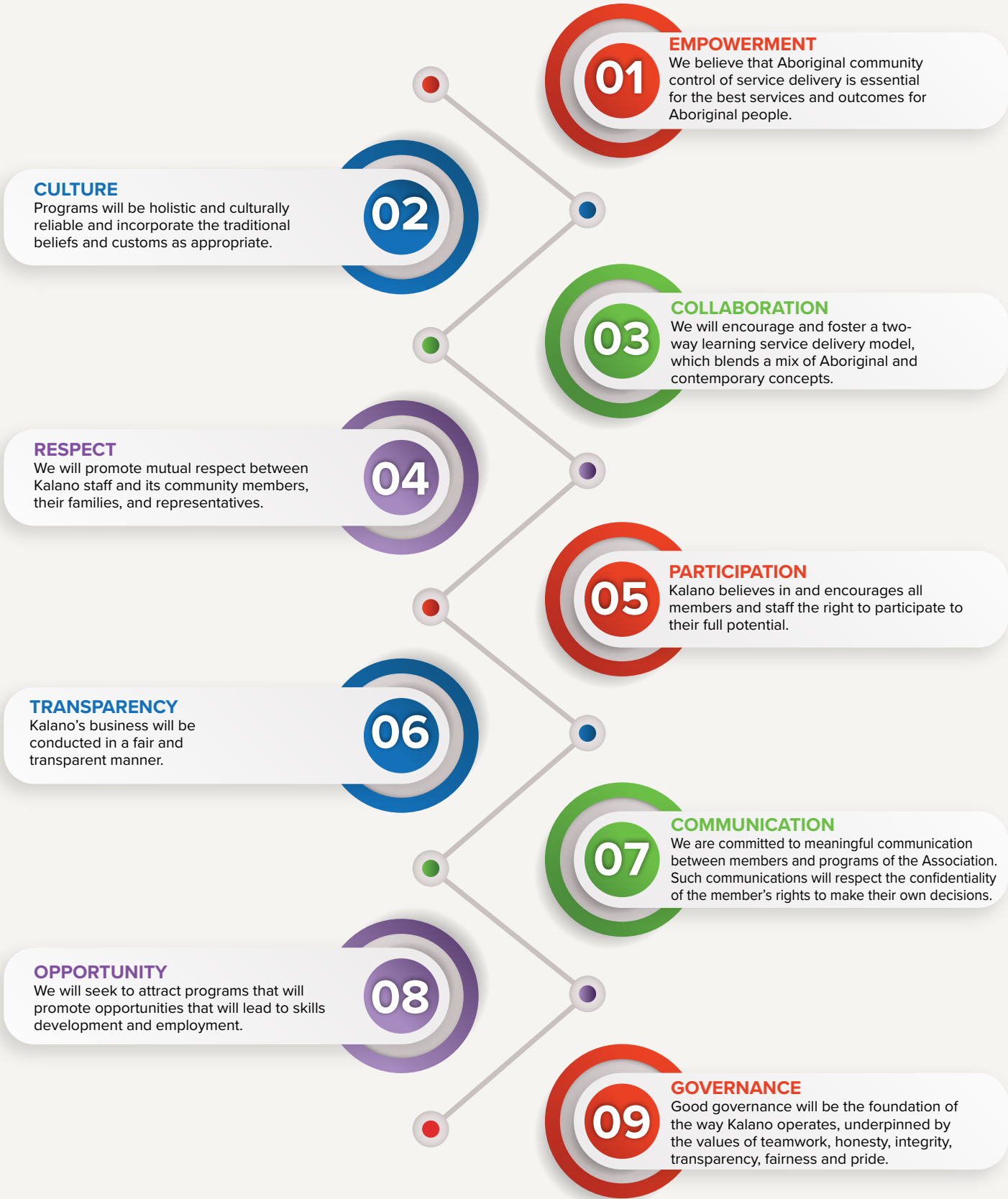
Kalano Community Association will:

- Work to ensure that its communities will have access to appropriate community services in an equitable and culturally sensitive manner;
- Develop and maintain accountability to its members and funding providers and meet its legal and corporate obligations;
- Look to its own communities for the uptake of employment, development, and work opportunities;
- Engage our members to ensure that the directions the Association takes are in line with our communities expressed aspirations;
- Develop and maintain programs which focus on the social cohesion of its Aboriginal members; and
- Value its members and employees as they strive to address physical, social, emotional, and cultural well-being.

## VISION STATEMENT

Aboriginal communities are culturally vibrant, self-sustained, and radiate social well-being.

# OUR VALUES



# OUR STRATEGY

## CULTURAL EMPOWERMENT



To empower members to achieve a healthy, fulfilling and productive lifestyle while preserving and sharing our identity and Aboriginal culture for future generations.

### Engaging with KCA members and supporting their participation

- i. Develop and implement a community engagement plan that ensures effective communication between KCA, KCAAC and members
- ii. Encourage and support community member participation in the development, review and update of the KCA Strategic Plan annually
- iii. Implement strategies that help to increase member participation at community meetings

### Cultural awareness, knowledge and respect

- i. Provide cultural awareness training for all new non-Aboriginal KCA staff
- ii. Promote and support the participation of KCA staff and members in annual NAIDOC Week

celebrations and other local and regional community and cultural events

- iii. Engage local Aboriginal employees to provide guidance and advice in the design and delivery of KCA and KCAAC programs and services to ensure these are culturally-appropriate and meet the needs of community members

### Our measures of success

- Level of member participation at KCA community meetings
- Level of member participation in the review and update of strategic plan
- Number of KCA staff who have completed cultural awareness training
- Number of staff and members participating in annual NAIDOC Week activities organised by KCA
- Level of input from local Aboriginal staff in the design and delivery of key programs and services

## HOUSING & COMMUNITY INFRASTRUCTURE

To effectively plan, deliver and maintain housing and community infrastructure for our communities current and future needs.

### Community housing is planned for sustainability and meets current and future community needs

- i. Develop a strategic Community Housing Plan that will inform future government and KCA investment, with priority placed on strategies to address ongoing issues of overcrowding and living standards
- ii. Develop and implement a support program for members who are pursuing home ownership or entering the local rental market
- iii. Explore short-term accommodation options for local Aboriginal people who may be visiting Katherine for activities such as medical appointments, sporting events and shopping
- iv. Review National Regulatory System for Community Housing (NRSCH) accreditation requirements and engage with relevant government agencies to establish systems and processes for KCA to assume management of community housing assets and tenancy arrangements
- v. Implement repairs and maintenance program to ensure community housing is maintained at an appropriate standard, including review of community air conditioning, expanded living areas and fencing requirements
- vi. Re-establish KCA building and maintenance company to undertake all community housing and facility repairs and maintenance work.

### Buildings and community facilities that meet community needs

- i. Review current community demand for safe house facilities in communities where these services do not currently exist and engage with relevant Government agencies on available funding options
- ii. Maintain Asset Management Plans for key community infrastructure with consideration of current and future asset needs and KCA's financial plans
- iii. Ensure KCA buildings, facilities and public amenities are continuously maintained to an appropriate standard
- iv. Investigate future cost-effective solar power options for communities
- v. Actively work with government at all levels on regional planning and development needs for communities

### Our measures of success

- Reduction in overcrowding across community housing
- Improved community housing and living standards
- Increased levels of home ownership and participation in the rental market
- Government agreement on allocation of long-term housing assistance
- Completion of NRSCH accreditation requirements

## COMMUNITY & LIFESTYLE

To build a strong self-reliant community with access to a diverse range of programs, services and facilities aimed at providing opportunities for participation in community life.

### Quality of life for all residents with access to programs and services that meet community needs

- i. Deliver services for people with disabilities and link with National Disability Insurance Scheme (NDIS) opportunities
- ii. Investigate options for KCA / KCAAC to build capabilities and take on responsibility for delivery of childcare and aged care services in the future
- iii. Develop and promote ways to ensure members and their families are able to access available programs and services
- iv. Promote and support participation in community and cultural events

### Healthy and safe communities

- i. Support communities and emergency services in emergency planning, preparedness, response and recovery
- ii. Support programs and initiatives that encourage participation in community sport and recreation
- iii. Investigate the establishment of a service that enables community members to hire vehicles and/or equipment as assistance for the delivery of community events
- iv. Work together with community-controlled organisations and elders of other regional communities to improve community safety and reduce crime
- v. Develop and implement programs and initiatives that raise awareness, provide education, intervention and support to members in areas including, but not limited to, mental health and depression, suicide prevention, alcohol and other drugs, domestic and family violence
- vi. Provide animal and pest control in accordance with legislative requirements



- vii. Work with Government to implement timely and appropriate controls to manage community health threats, including but not limited to infectious diseases and present COVID-19 risks

**Opportunities for youth engagement and development**

- i. Develop programs that provide opportunities to develop young people as future community leaders
- ii. Establish supportive school-to-work pathways for young people, including work experience placements, mentoring and on-the-job training and development (eg. traineeships and apprenticeships)
- iii. Provide transport services for youth travelling back to community from Katherine (ie. KYOTs contract delivered on behalf of NT Government)
- iv. Deliver school holiday program that provide a range of activities for young people during school breaks

**Our measures of success**

- Number of youth utilising KYOTs transport service
- Number of youth participating in school holiday programs
- Number of young people moving into further education and training or employment after school
- Number of members and families accessing KCA and KCAAC programs and services each year
- KCA regular engagement with relevant government agencies to advocate on key community issues, prevention programs and solutions

**ECONOMIC DEVELOPMENT**

To promote a strong, competitive and diverse economy throughout Kalano communities by investing in, supporting and promoting sustainable economic and business development and local employment opportunities.

A skilled and diverse local workforce

- i. Prepare a Local Indigenous Workforce Development Strategy that focuses on strategies that support improved work readiness levels, recruitment, retention, leadership development and increased local trades skills development
- ii. Develop targeted local Aboriginal recruitment strategies to build a local Aboriginal workforce in the areas of housing repairs and maintenance and childcare services
- iii. Implement a process for communicating new KCA job opportunities to members

- iv. Support students progressing into tertiary education pathways
- v. Identify high performing local Aboriginal employees within KCA and proactively support their development (eg. Career Development Plans)
- vi. Investigate opportunities for KCA to provide local labour hire services for local Aboriginal people on regional infrastructure projects
- vii. Implement strategies to support an increase in the number of people transitioning out of CDP and into full time employment

**Diverse, profitable and sustainable local business**

- i. Identify opportunities to utilise the skills and capabilities within KCA to package existing programs and services for delivery in other communities and/or on behalf of other community-controlled Aboriginal organisations eg. grant administration, training and development programs (eg. RTO)
- ii. Review annual spend on external contractors and identify opportunities to in-source any of these activities where there is a benefit to KCA
- iii. Investigate the feasibility of establishing KCA as a Registered Training Organisation (RTO), including understanding requirements to meet accreditation, KCA member benefits and links to current training needs and any other potential commercial opportunities
- iv. Establish a business incubator program to explore the feasibility of new business opportunities and provides mentoring support to members who are seeking to establish their own small businesses
- v. Establish business governance arrangements, systems and processes to support the NSRCH accreditation and program delivery
- vi. Identify growth opportunities for the KCA building and maintenance company to provide repairs and maintenance contracting services both in KCA communities and also to other regional communities

**Our measures of success**

- Reduction in annual spend on external contractors
- Profitability of KCA commercial business activities
- Improved levels of work readiness
- % local Aboriginal employees within KCA workforce
- Number of local Aboriginal people in KCA leadership roles
- Number of local Aboriginal students moving into KCA roles after school
- Number of local workers transitioning from CDP into ongoing employment

## ORGANISATIONAL EXCELLENCE

To pursue excellence as an organisation that embraces exceptional service to its members, values its staff, is responsive to the needs our communities and promotes ethical standards of practice.

### Governance and leadership

- i. Continue to strengthen the organisation's governance through the development of Board and Executive Management competencies
- ii. Develop a leadership framework to support and develop leadership at all levels of the organisation, including particular focus on building capacity to deliver KCA programs and services Co
- iii. Engage with NT Government to target and support local decision-making initiatives that provide KCA communities with greater control of the delivery of key programs and services
- iv. Implement an appropriate staff performance appraisal and development system linked to strategic and operational plans
- v. Continue to provide financial management systems and processes to support KCAs operations and to meet planning, reporting and accountability requirements
- vi. Ensure that KCA has succession plans established for key leadership and program management roles

### Strategy and planning

- i. Conduct KCA Summit bi-annually
- ii. Review and update the KCA Strategic Plan annually, ensuring that current and future plans reflect community needs and priorities
- iii. Implement a process to support executive management to track outcomes against strategic and operational plans and to provide reports to staff and community members on performance outcomes
- iv. Ensure budget is protected and considered in all planning, including seeking funding through Government and new revenue opportunities to support implementation

### Community and stakeholder relationships

- i. Collect and analyse community feedback to strengthen KCAs understanding of the community's needs in order to provide better services
- ii. Develop a communication plan that describes the activities KCA will undertake to share important information and messages with community members
- iii. Actively participate in regional strategic forums
- iv. Provide input into Government strategy on key issues such as domestic, family and sexual violence, youth engagement, regional economic development, tourism, education and health
- v. Implement processes for receiving, investigating and responding to community complaints and/or grievances

### Our measures of success

- All governance, legal and/or legislative requirements are met
- All key KCA leadership and program management roles are filled with capable people
- Strategic plan reviewed and updated annually
- Number of community members participating in KCA community meetings
- Implementation of KCA communication plan
- Number of unresolved community complaints and/or grievances

## PRESIDENTS REPORT

### Rick Fletcher

Let me start this year's report as I have done since joining Kalano, by thanking members for the opportunity to serve the membership of Kalano, for another term as President and previously as CEO and indicate that the Association continues to govern with its members needs in mind, and a consciousness that our organisation is what we want to make it.

Can I also welcome our new members to the Association and thank you for your support. I hope your membership is as rewarding as mine has been and we look forward to your contribution.

Kalano is one such organisation that has successfully delivered to its members and the broader Indigenous community of Katherine over the past four and a half decades and I'm proud to have made a contribution to the journey of this great organisation.

The journey at times hasn't been an easy one, but the partnership between the Council, the Administration and our Community members have weathered the storms and endured the twists and turns of Governments and the various opinions of the public alike and continued with the single focus of delivering good services to those in our community in need. At the core of our organisation, is the need to provide a platform of programs that help our families access the services that are needed to live good lives and enjoy the best that Kalano can offer.

The Annual Report has a summary of those programs and I encourage you to read them and I thank program managers for their efforts to deliver in a time when the threat of the Covid 19 pandemic can throw a curve ball at any time as happened two weeks ago.

If you haven't been vaccinated against the Covid 19 virus, I want to strongly encourage you to get vaccinated as soon as you can today, please, for your sake and the sake of your family and others around you, get vaccinated if you haven't done so yet.

This year we are presenting a new Strategic Plan which is based on the Summit and Strategic Planning meetings held late last year and the work of the Council this year, to workshop the issues and initiatives that members raised and work with the administration to develop workable strategies to underpin the Plan.

The Kalano Strategic Plan for 2021-2025 is a comprehensive plan that articulates our aspirations and sets out the direction of the organisation over



the next five years. A central feature of the plan is to report to members on the achievements against the plan each year, so the way we report programs in the Annual Report will change from next year. I want to say again, our organisation is what we want to make it and the success or otherwise of our plan will be based on how well the partnership between Council, Administration and Members work together to achieve what is in the plan.

I want to thank members for your time and effort to bring forward the issues that are important to you and encourage you stay engaged in the plan and its outcomes over the next five years.

Let me turn to the financial performance of the organisation now and indicate that both the Association and Aboriginal Corporation of Kalano are in strong financial positions. Our Audited Financial Statements for both entities indicate strong Balance Sheets and the ability to continue to finance the programs that are essential to the services we deliver to ourselves and the greater Indigenous community of Katherine.

Our strong financial status reflects the confidence our investors hold in our ability to deliver outcomes from the programs we administer and achieve the outcomes they invest in our company to deliver on their behalf. But most importantly, it is your confidence that we seek, as it is the time and effort that you invest in Kalano that makes the organisation what you want it to be.

## PRESIDENTS REPORT CONT.

Let me turn to what I believe is the emerging issue of our lifetime, albeit, the current Covid 19 pandemic is teaching us that a catastrophic event can occur at any time across the world. The emerging issue I speak of has been creeping up on us for decades and is now at a critical stage that requires all of us to understand and prepare ourselves for what is to come, if we want to leave a legacy for our children. The effects of climate change as global warming becomes more and more of an issue, is now a problem we must take action to address locally and we should now be starting a conversation about the consequences of climate change as it relates to our community.

We can all recognise that the temperatures we experience each year are increasing to the point that a normal day can be anywhere between 39 to 41 degrees during the day and each season is a lottery of either extremely poor wet seasons or floods that threaten our homes and our livelihoods. Elsewhere we see reports of more severe cyclones and tornados, more severe floods and then droughts that cause major bushfires as the country dries out. As the temperatures continues to climb, water will become an issue as we compete with industries that use large amounts of water for agriculture, mining and fracking and living next to a river is no guarantee that we will have enough water if industry lobby groups continue to deal with Governments under the insidious donation laws that currently exist. If we're not carefully watching and are engaged in the climate debate we run the risk of our water being sold to other groups without our consent.

More immediately, the hot days make living in our houses more unbearable and more expensive and I believe it is time for us to consider transitioning to renewable sources of energy, to make cooling our homes more efficient and cost effective. I am proposing that Kalano undertake an immediate study of what technology is available to transition our community houses to renewable energy and urgently seek the investment needed to reduce the household cost of maintaining affordable power, to cool our homes from the ever increasing effects of climate change.

In closing, I want to make special mention of two long term employees that have made valuable contributions to our Organisation. These are Sandeep Buttar and Casey Bishop. Sandeep has developed his skills over the past 9 years and is proof of what a rewarding career at Kalano can do. Casey Bishop has been the backbone of our efforts over the past 15 years to improve the lives of people who have been addicted to Alcohol and Other Drugs and has been a keen contributor to the business direction of Kalano. I wish you well on your next journey Brother Bear, go with our best wishes and an open invitation to return to the Kalano family should you wish to do so.

Can I also add my heartfelt thanks to Albert O'Connor who is retiring this year. Albert has been a beacon of strength over many years and we will miss his presence at work. Albert, you are living proof of what Kalano can do to a person and what a person can do to Kalano. I also want to thank those who have now left our organisation for bigger and better things and wish them well on their journeys.

Thankyou to my fellow Council members, your contributions add the essential ingredients to good governance, I hope our newly elected Council will take up the challenge and maintain the standard we've come to expect.

My thanks to Alan and his team, BDO and Lowry's for their support for another year of great administration.

It's been a privilege to serve as President, there's still much to do but our organisation is what we want to make it and our plan is there to be achieved.

Finally, as always, let me finish my report by paying my respects and offering my sincere condolences to the families who have lost loved ones in our community this year.

Thank You  
**Rick Fletcher**  
President

# ACTING CEO REPORT

## Alan Mole

Welcome to the Kalano Community Association (KCAI) and the Kalano Community Association Aboriginal Corporation (KCAAC) Annual General Meeting.

I begin today by acknowledging the First Nations People of the lands on which we gather today and pay my respects to their Elders, past and present and I extend that respect to Aboriginal and Torres Strait Islander peoples here today.

As a proud Indigenous man and a member of the KCAI I am honored to be able to provide you with the following report.

The Kalano Community Association Incorporation (KCAI) was Incorporated on 09th April 1975 and has now been in business for the past 46 years, providing a range of services for the Indigenous people within the Katherine Region. On the 1st of July 2018, due to Federal Government mandated requirements Kalano then established the Kalano Community Association Aboriginal Corporation (KCAAC).

Kalano delivers a range of programs to achieve and meet the requirement of the Kalano Strategic Plan and our core values, "Empowerment – Culture – Respect – Collaboration – Transparency – Accountability – Opportunity - Participation and Communication" we believe a well-established and healthy community is driven by Indigenous people owning and controlling their own destinies.

I have now been in the Acting Chief Executive Officers role for approximately 3 x months and have found the position challenging and rewarding. I am excited on what we can deliver in the future and with the support of the KCAI Council, Executive Management, and all the dedicated KCAI – KCAAC staff, I am confident that the Kalano can only improve on its current programs and work towards providing new programs, therefore providing more support for the people of Katherine and increase job opportunities for all.

A big thankyou to the Government Departments that continue to support the KCAI with funding our current programs, without their support Kalano would not be in the excellent position that we are now in.



I would like to take this opportunity to encourage the Indigenous people living within the Katherine Town Region to consider becoming a member of our association. Requirements to become a member of the Association are that you are a permanent Indigenous residence of Katherine, live in the Katherine area for 3 x months or more. As a member you can have your say on how Kalano is performing and an opportunity to be a candidate and be nominated to be elected to sit on the KCAI Council.

The Executive Management Team and with the support of the KCAI Council and Staff we are working towards meeting the goals set with our Strategic Plan. You can find a copy of the Strategic Plan within this report.

In finishing, I would like to take this opportunity to thank the Kalano Community Association Inc. Council Members the Directors of the Kalano Community Association Aboriginal Corporation and all our staff for their continued efforts and support.

Your Sincerely,  
**Alan Mole**  
 Acting Chief Executive Officer.

## CFO REPORT

### Barry Ruddy

From when I first arrived at Kalano in September 2020, everyone has made me feel welcome and helped me to settle in to Kalano 'life'. Thankyou.

The Chief Financial Officers position was a new role so that meant there was a lot of structural pieces that we needed to look at and a lot of organisational and operational changes that we had to make. I am so grateful for Theo, Hannah, April, Maxinne & Ryan who helped us to get the Finance & Corporate Services team to where it is today.

There have been lots of new ways of doing things and improvements we have put in place and to list a few:

- The New Finance Office is our Kalano home and I can't thank the Essential services & CDP teams enough for their help in finalising the building fit out so we could move in

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- We streamlined the Purchase Ordering system which has eliminated the multitude of errors that were being made (mostly KCA to KCAAC and vice versa) freeing up significant time for the team to work on other initiatives

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- We simplified our procurement process which makes ordering simpler and by having a single supplier, the reconciliation and accounting hours are significantly reduced

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- A pre paid "Divi Pay" card was introduced for small purchases which has replaced all but our main Petty Cash providing considerable time savings in these small purchases

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- We are using Commercial Leases for some M/V purchases which will see equity grow in our vehicle fleet for Kalano over time

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- The team have worked to deliver savings of real dollars in the order of \$300,000 plus and we continue to find ways where we can be more efficient so there is more money for Kalano to keep doing the great work in our communities

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And there have been many, many more tweaks and improvements we have made – its been quite a year! As we go into the next year, we have now got the team filled and are looking forward to tackling even more challenges to improve the way we do things. Thanks to Maxinne who left us for Kinship and Ryan who moved to Darwin but welcome to Ruth, Olivia & Bala who have joined us.

To my fellow Executives, thankyou for your patience and your willingness to adapt and adopt change, without you nothing would have been possible.

To the members, we work for you. If there is ever anything you need from me or my, team, just let me know.

And finally to my team, I appreciate all you do and I look forward to bigger and better things as the year rolls on.

**Barry Ruddy - CFO**



*Hannah Sheehy*



*April Rosas*



*Olivia Robinson*



*Roth McInerney*



*Bala Nain*



*Theo Fernando*

## COO REPORT FOR AGM

### Mark Gasparis

It was with great pleasure that I commenced with Kalano in 2020 as your Chief Operating Officer extending a career that has spanned over 3 decades in some different fields and other Locations.

The Chief Operating Officers role oversees the child family care centre, transport services, alcohol, and drug services along with attending to operational matters that arise throughout the Organisation.

Melissa Black has returned to become our transport services manager. Throughout this period the transport services team had expanded to include day patrol with current services increasing by approx. 35 hours a week to cover more day parts.

Kalano engaged with additional community events throughout this timeline for youth during school periods and assisted those in need during Covid Lockdowns and the wet season.

We have promoted staff skills training and strengthened our relationship with service providers which has resulted in a greater engagement with community and an increase in engagement and stability within the team.

Our child family care centre farewelled our 9-year veteran Melvina Soundron and welcomed Krissy Lambert as our new Child and Family Care Centre Program Manager.

We've witnessed significant improvement across our centre which includes our youth diversion and the newly formed Kinship program recently completing its first full year with great success.

Program and community participation has increased on previous years, this included the introduction of our mobile community learning activities and weekly nutritional program.

We are very proud to oversee the growth and employment opportunities being created and look forward to our upcoming new child and family community fund program signed off in June 2021.

Our alcohol and other drugs programs were very well managed by our long-term program manager Sandeep Buttar, experiencing the many challenges in this program he along with his team have managed to successfully increase client engagement, at the same time improving the facilities, appearance and standards.



Our finance team have also assisted with development of improved systems at Venndale which have significantly Improved Kalano's operational growth, stability and community opportunities

I have been very privileged to see the growth and development of all the programs including the Teams and their respective leaders, big thank you to our Executive team, Program Managers and respective teams for their continuous strive for improvement across all services and programs,

Looking forward to the future in our Town and communities along with all your support in this journey.

Kalano are heading in the right Direction with the right people on board.

Regards  
**Mark Gasparis**  
 Chief Operating Officer





# KALANO BUSINESS DEVELOPMENT EXECUTIVE

## Casey Bishop

After 13 years facilitating the Community Services Programs of Kalano it was a big decision to move into a new role at Kalano as the Business Development Executive. The challenges have been real but the reward of why this role was implemented will benefit Kalano in the long run both financially and in-line with the strategic plan. The role of Business Development Executive is to increase the self-generated income of Kalano, so we are not as dependent on the Government in the future. Currently Kalano sits at approximately 30% self-generated income and my job is to get that number as high as possible.

Several proposals have been put to and considered by the Chief Executive Officer and the Business Advisory Committee. Kalano has explored passive income investment as well as retail businesses in Katherine for purchase which would create not only income but also empowerment for the community along with Indigenous employment.

Aside from Economic Development the role of Business Development Executive includes all grants Management, The Business Incubator, ISO9001 accreditation, Risk & Compliance and all media engagement and interactions. I have also been working with Government and Stakeholders to increase our confidence with Government and continue to be the organisation of choice to run programs for Aboriginal People. We have recently been successful in obtaining funding for \$3.4 million to run programs for youth to support them and their families in the education system.

I would personally like to thank David Pitt who runs the Business Incubator Program for the massive amount of work that he has done in assisting Aboriginal People to set up their own businesses. David has assisted several people who are, still, today running very successful businesses in the areas of catering, cleaning, art, funeral provision and IT. I look forward to the continuation of these programs as we are creating more business for Katherine and more jobs for our people.

This year saw the introduction of two new roles to the Business Development Team. Melissa Wright has joined the team as Kalano's Funding, Marketing and CEO Administration. Melissa fills a role that should have been included at Kalano for many years.



Melissa oversees ensuring all contractual, funding, milestones and Key Performance Indicators of all funding agreements are met. Melissa is also managing all grant applications and assists in the administration roles as required by the CEO. I thank Melissa for her dedication and ability to adapt very quickly to the role. We would be lost without her.

Kalano is also recruiting to the role of Compliance and Quality Manager who will assist myself in the areas of Compliance, CDP Compliance, NDIS Compliance and Risk. We look forward to this role being filled which we hope would have happened by the time this report is published. This is also a role that is really needed in a business that continues to grow.

Our Human Resources duties have significantly increased as Kalano welcomed several new programs and in turn, several new employees in new positions. The combined staffing of both Kalano Community Association Inc and Kalano Community Association Aboriginal Corporation now sits just under 150 employees (a significant increase from the last financial year).

Kalano continues to uphold its commitment to the ISO 9001 Quality management principles and practices. Both Kalano Community Association Inc and Kalano Community Association Aboriginal Corporation maintained their ISO accreditation for another year.

I would like to personally like to thank the Kalano



Council, the Business Advisory Committee, the Acting CEO Alan Mole, my fellow Executive colleagues and all the Staff of Kalano who have contributed to such an enjoyable time and environment at Kalano. I am happy to say that I have found several mentors here at Kalano and I am learning something new every day. Thank You to Alan for your Cultural Guidance and to Rick and Barry for your mentoring on the business side of things, it is much appreciated.

Finally, as always, I finish my annual report with the hope and prayers that we see a Collingwood premiership in 2022. GO THE PIES!!!

**Casey Bishop**  
Business Development Executive

# HOUSING, MUNICIPAL & ESSENTIAL SERVICES MANAGER

## (HMES)

I would like to begin my report by thanking the HMES staff for the dedication that they have shown in delivering the services, sometimes under very extreme conditions.

It has been a very productive year for HMES, we have constructed a fence around the Kala no Sport and Recreation Oval and in the process of upgrading 12 x driveways at Myalli Brumby and completed fencing replacement/upgrades at the Rockhole Community.

We have also installed solar lighting at the Rockhole, Myalli Brumby and Geyulkgan Community playgrounds, which has allowed the youth to play on the equipment in the cooler part of the late evening and improved security.

We have worked very hard to keep up with the demands on our Housing Repairs and Maintenance Program and fit the needs of the repairs within our allocated budgets.

We have spent over \$300,000 on maintenance and repairs in the Communities and over \$246,000 on renovations of 4 of our Town houses.

I am receiving some very positive feedback from people, whether they are part of the general public or representatives from Governmental Departments and other stakeholders, providing comments on the appearance of our communities and how good they look. Most have said that our communities are the



best that they have seen throughout the Territory. This can be contributed to the HMES teams hard work, but I also would like to thank the community members who support us in keeping the community tidy and clean.

I am saddened to report that we lose one of our best and longest servicing employees. Albert O'Connor has decided that it is time for him to take a well-deserved rest and has chosen to retire. On behalf of the HMES team I would like to offer Albert a very sincere thank you for his services, dedication and I'm sure that we all wish him a long and enjoyable retirement.

**Emil Nasarenko**

Housing, Municipal & Essential Services Manager.

## Housing, Municipal & Essential Services

We have seen a notable change and improvements to our communities with the renovation of the houses and units at Myalli Brumby and as our infrastructure upgrades will continue providing better living conditions. Kalano Housing, Municipal & Essential Services are doing a magnificent job maintaining the community houses and grounds and with the assistance of the CDP Activities Community Beautification Program. With the support of the community members, the Communities will continue to develop.

The Rockhole and Geyulkgan renovations, upgrades, repairs, and maintenance program are ongoing as we continue to lobby government for funding to provide and increase our housing stock.

The NTG Infrastructure and Town Camp Program has now come to an end with all infrastructure and housing renovations now completed. The Kalano Community Association thank the NT Government, local contractors and all stakeholders that were involved in the works for all their support in delivering the program.

In conjunction with the Power and Water Corporation and the Living Water Smart Program, we are still monitoring the water usage on the communities and looking at ways to reduce the water usage.



# CDP REPORT

## Administration



### COMMUNITY ENGAGEMENT & APPOINTMENT ATTENDANCE

Kalano developed and implemented a re-engagement strategy for all job seekers, employers, and key stakeholders to ensure correct and up to date information was being relayed, particularly after the May 2021 CDP Working for the Dole (WE12) changes. This included:

- Engage in events held by community organisation and support the return to all services in the community
- Engage with Stakeholders and community organisations in planning for the community
- Use social media to advertise return to services and good news stories
- Put up flyers in the community to advertise changes to the CDP program.
- SMS messaging to participants
- Creation, implementation, and execution of employer packs and jobseeker packs to drive employment opportunities (information in regards to restart, 100 jobs, wage subsidies, job maker, job trainer, and harvest labour trail)

The above methods ensure that all cohorts of the community are engaged and consulted with. This enables Kalano Community Association and RISE Ventures to develop new projects and programs to be specific to the communities in Region 31, as well as addressing barriers from within the region.

Kalano achieved an engagement rate of 80.90% between 1/04/2021 and 30/09/2021 compared to the national average of 64.62%

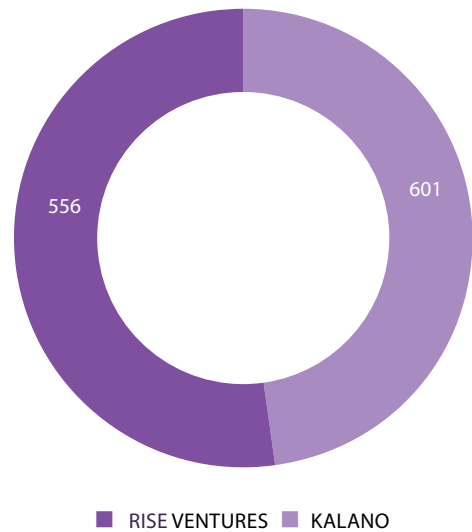


**Brad Carruthers**  
Manager of CDP



**Previous Month**  
Commenced: 939  
Linked to Activity: 952  
Indigenous: 971 (83.9%)

### PARTICIPANT BREAKDOWN BY PROVIDER

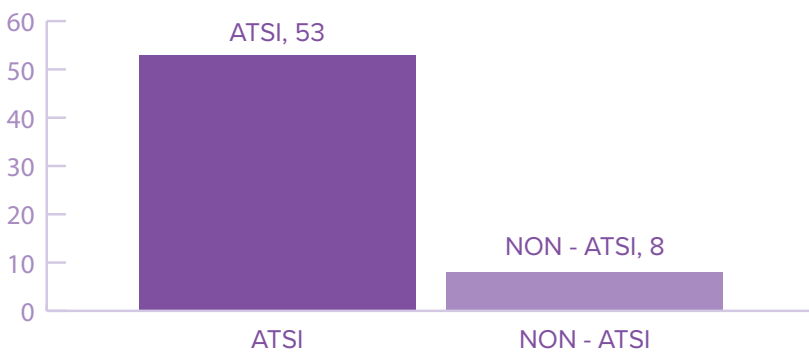


Kalano	JS Appointment Outcomes	RISE	Variance	%
554	Total Appointments	537	-17	-3%
514	Normal Appointments	499	-15	-3%
0	Result not recorded on same day	0	0	#DIV/0!
40	Re-engagement Appointments	38	-2	-5%
206	Attended	197	-9	-4%
267	DNAV	273	6	2%
0	DNAD	7	7	#DIV/0!
81	DNAI	60	-21	-26%

Kalano	Caseload - as at 30.09.2021	RISE	Variance	%
588	Total	592	4	1%
472	Commenced	491	19	4%
77	Pending	80	3	4%
39	Suspended	21	-18	-46%

Kalano has outperformed RISE across all metrics within appointment outcomes. DNAI is still high as Kalano continues to take a hard approach to non-compliance with MOR's.

**POST PLACEMENT DEMOGRAPHIC**



**TOTAL PPS PARTICIPANTS**  
**61**

**CURRENT RET SCORE**  
**32/33**  
100.00%

**OVERVIEW**

Kalano has placed a strong emphasis on Post Placement Support and provide a dedicated team to ensure that high quality support is offered to jobseekers once they are in employment.

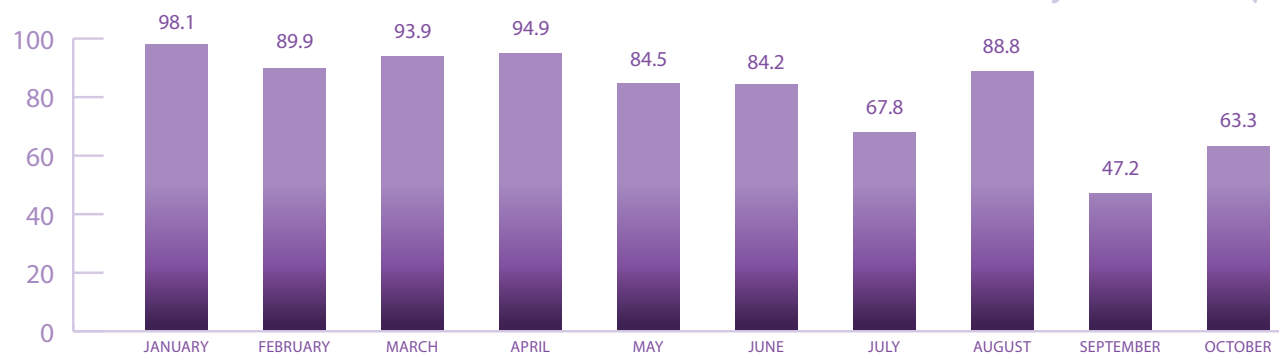
Employers are contacted face to face once per month with a visit to discuss Kalano and/or RISE jobseekers in employment. Individualised purchases are made to support jobseekers to remain in employment. Starter kits are provided to jobseekers who commence employment (including full PPE, Fuel Cards, Meal Vouchers). Early intervention is key to help jobseekers retain employment.

Post placement support is delivered from the first moment the placement is anchored. Employment preparation prior to placement being anchored is also key to ensure jobseekers have the required skills and qualifications to retain their employment. This support can be provided in the form of courses, white cards, ochre cards, and police checks to name a few.

Kalano make monthly contact with employers and jobseekers and encourage feedback and questions relating to Post Placement Support. During confirmation of employment, an information flyer is sent to employers via email to outline the support offered during the Post Placement Support period.

Jobseekers receive continual mentoring through monthly post placement contact appointments, and targeted support during these appointments. Information is also provided to both Jobseekers and Employers regarding contact details of local indigenous leaders who can provide additional support and/or translation if required.

## ACTIVITIES



## OVERVIEW

Kalano provides 3 different levels of activities to show and align the progression of the jobseeker towards employment. These activities are catered to offer choice, as well as aligning to the needs, goals, and aspirations of the jobseeker, as well as addressing any barriers for the jobseeker (i.e: Health)

**Standard Projects Level 1** – Low complexity for the jobseeker, easy to set up, ongoing and group-based.

- 62996782 – Kalano Community Services Program
- 34669782 – Kalano Health Maintenance Program
- 80343882 – Kalano Woman’s Resource Centre
- 45806782 – Katherine Community Maintenance and Repairs

**Standard Projects Level 2** – Medium complexity for the jobseeker, activities that might require skills or certificates obtained by the jobseeker in level 1, may require more skilled supervision.

- 61629782 – Kalano Housing Maintenance and Repairs
- 91115882 – Rockhole Community Improvement Program
- 88114882 – Kalano Tool Shed
- 79717782 – Geyulkgan Community Improvement Program
- 89291882 – Kalano Auto Workshop
- 77853882 – Learner Licencing
- 18124882 – Kalano Remote Community Improvement

**Standard Projects Level 3** – High level of complexity for the jobseeker, requiring jobseekers with specific skills and certificates, requires specialist supervision.

- 42571982 – Kalano Training Courses
- 37292882 – Kalano Aged Care Commonwealth Home Support Program (CHSP)
- 84236882 – Kalano Working for Dole Employment

Within the outlined employment-related activities, participants are given skills, knowledge, and relevant training to boost their readiness for employment opportunities.

Participants for Kalano were recently given the opportunity to complete a 6-week Certificate III in Plant Machinery hosted by Bachelor Institute, as well as a Certificate II in small engines hosted by Bachelor Institute. Participants were issued with a USI number (if not already done), and the nationally accredited training was loaded to their USI for future employment purposes. This training also included the issuance of a certificate for those participants who completed the course.

At the completion of these courses, Kalano worked closely with local employers (IE Projects, Savanna Solutions) to host an information session for our jobseekers, showcasing their new skills and opening employment avenues for each person.

Within the current Activities available, we can provide ongoing tailored support for non-vocational barriers as required on a case-by-case basis. This can include support and referrals for Medical, Mental Health, AOD.

### Example :

Kalano Health Maintenance Program and Kalano Strongbala Men’s Program incorporates the following support, allowing job seekers to continue to seek help for non-vocational barriers as well as continuing to fill their individual Mutual Obligational Requirements (MOR). Job seekers are placed into this activity when non-vocational barriers are identified, and further/ ongoing professional help is recommended:

- Medical Support & Doctors’ Appointments
- Assistance with Mental Health
- Physiotherapy requirements
- Ongoing medical barriers
- Court-ordered Therapy
- Alcohol and Other Drugs rehabilitation assistance





## Community Development Program (CDP)

Kalano Community Association was granted the Lead Contractor's role in June 2019. KCA and RISE will continue to work together in delivering the program until the contract expires in 2022 at which time we will go back into negotiations with the Federal Government for a renewal of the contract. As part of our continued improvement measures, Executive Management have undertaken a review of the CDP program to enhance our goals in managing the CDP in years to come.

Since the COVID-19 restrictions have come into place, beginning February 2020 we have had to reduce our services, and this has had an impact on delivering services and community activities. There is still a lot of uncertainty on when the CDP will be back to full operations, but with the guidance from government we are slowly moving forward and returning to some normality, or as it has been referred to, as "the new normal."

A referral to this program will help address the following non-vocational barriers:

- 1 – Drug and alcohol
- 2 – limited to no motivation
- 3 – Health and medical
- 4 – Mental health

Since the removal of Mutual Obligation Requirements for work for the dole activities, Kalano has trialled several engagement mechanisms to encourage engagement. Some of the most effect of these included:

- Community BBQ and engagement days
- Community engagement by WFtD Supervisors
- Engaging with local events and community programs as part of activities (EG: NAIDOC Celebrations)
- Refocus of activities into high quality, certified training programs
- Ongoing open communication during contact appointments
- Re-aligning transport assistance to cater to the needs of jobseekers
- Further instilling community pride into jobseekers by redeveloping existing activities to directly reflect consultation with community members.

Kalano had adapted the delivery of activities to ensure that training is tailored to the local market needs, and the needs of the jobseekers. To assist with engaging jobseekers since the May 2021, Kalano has shifted activity focus to providing high quality, certified training programs in collaboration with both Batchelor Institute and Charles Darwin University, while still providing numerous other activities to ensure that jobseekers can be engaged according to their individual needs. Additionally, Kalano has been working closely with local employers to ensure that training is catered to the needs of the local labour market.

For Example: Kalano worked in collaboration with Batchelor Institute to provide a Cert III in Civil Operations. This training included the use of heavy machinery and plant equipment. This training was discussed with jobseekers and tailored to their feedback. Additionally, we worked in collaboration with IE Projects to attend training and hold discussions around potential job opportunities at Tindal Air Base after to completion of the course. This was very well received by jobseekers and saw 18 people gain their certification and gained employment opportunities after the completion of training.





## KALANO BIG RIVERS CHILD AND FAMILY CENTRE

I have had the privilege of being the Youth and family services manager since June 2021. In this time, I have worked closely with my team to ensure I have a sounds knowledge and understanding of our programs and how they operate.

In this time, I have engaged with our clients and gaining understanding of their wants and needs.

Kalano Big Rivers Child and Family Centre was opened in 2020 , Child and Family centres where a finding of a royal commission into the protection and detention of children within the Northern Territory. Community Advisory Group was the driving force behind Kalano community Association being the has pilot and now the lead on new Child and Family Centres being operated by aboriginal organisations , as opposed to Department of Education.

Big Rivers Child and Family Centre offers supports from beyond the 0-5 age recommended focus ages , as a community Kalano saw the need to support Families as an entirety.

We have 2 Child and Family Case managers, that assist with Referrals for local stakeholders, we identify our clients' needs and barriers and arrange referrals to the stakeholders best suited, we found that a lot of our community members were getting service fatigue by trying to find the exact supports needed we offer a central place to come relax and we assist with directing them to the correct services and supports needed.

Below Is just a snap shot of a the number of client we have come to our centre and have supported in some way.



**Krissy Lambert**  
Youth and Family Services Manager

BRCFSCT STATS Week Ending 24th September 2021	2 Jul	9 Jul	16 Jul	23 Jul	30 Jul	Monthly Total	6 Aug	13 Aug	20 Aug	27 Aug	Monthly Total	3 Sep	10 Sep	17 Sep	24 Sep	Monthly Total
<b>Clients accessing the BRCFC services:</b>																
Number of Male Clients	24	23	52	36	26	<b>161</b>	27	22		15	<b>64</b>	27	12	12	10	<b>61</b>
Number of Female Clients	55	50	91	53	34	<b>283</b>	69	59	2	54	<b>184</b>	48	62	48	30	<b>188</b>
Number of Kids	27	29	49	22	13	<b>140</b>	24	28		19	<b>71</b>	21	16	19	9	<b>65</b>
<b>Total Number of clients for the week</b>	106	102	192	111	73	<b>584</b>	120	109	2	88	<b>319</b>	96	90	79	49	<b>314</b>

The BRCFC offers weekly programs with targeted clientele, such as FAFT , Kentish play Group, Deadly Cooking Classes. We are constantly seeking support in order to build our families compacities within our local/ visiting clients.



## Kalano Youth Diversion

Youth Diversion Receives Referrals by Police as a court order/ recommendation. Unfortunately, youth crime has been a huge matter through out the Northern Territory and Kalano YD team has collaborated with many stakeholders to ensure that we create change and lower the recidivation behaviour.

The YD team has engaged with Katherine Out Back experience for “farm Therapy” where our client have the opportunity to work with horses and farm animals, also whilst developing employable skills.

Youth Diversion also works collaboratively with our Child and Family Case managers to support families and capacities. The YD case managers are working on more programs and activities that are more tailored to individuals needs and interest as opposed to enforcing set programs and recommendations allowing them to have a voice and empowerment in their behavioural and mindset change.

Youth Diversion has made positive impacts within our community and have had a high % of our clients Pass Diversion and continue on a better path .

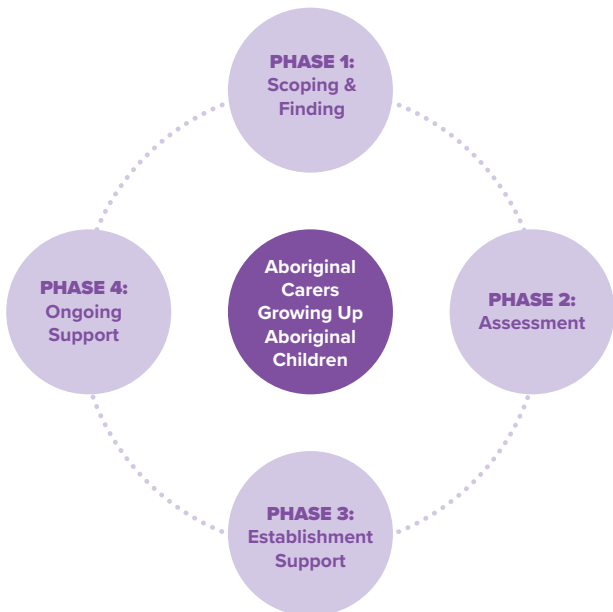
## Kalano Kinship Program

The Kalano Kinship program is a government initiative of “Aboriginal Carers Growing up Aboriginal Children” . this supports children in the care of non-indigenous families get back to kin and be brought up with an aboriginal identity and connection to country and culture.

The Kalano Kinship program works on 4 phases –

The Kalano Kinship Program has been working tirelessly to identify kinship carers along with maintain family and cultural connections whilst the children are still in care, through access visits. The Kalano kinship team currently has a case load of 45 clients and have identified 8 kinship carers awaiting assessments by territory families.

The Kinship Team is also creating medica contents and presentations to promote indigenous people to become carers within our local community.





## TRANSPORT SERVICES

### Katherine Youth Outreach and Transport Services (KYOTS)

The youth outreach service has been operating for up to 2 years. It was originally developed by Kalano and the Department of Chief Minister to operate from Wednesday through to Saturday 7pm to 3:30am, it received additional funding to operate by NIAA from Sunday through Tuesday. The Youth team consists of 2 full time staff and 4 casuals, and they safely assist an average of 230 people per week.

The outreach team has been working with services such as, YORETs, Police, Hospital, Territory Families, Territory Housing, Community patrol and other local services to ensure community safety and most important safety of the youth they are engaging by taking them to self-identified locations and referring risk identified individuals to correct services. The team patrols the CBD, as well as local communities and as well as patrolling, responds to call outs, from police, hospital, members of the public and individuals in need.

The KYOTS team can be recognized as a safe place or safe contact and people as young as 8-year-old have been reaching out for assistance, KYOTS can then refer to the appropriate services for early intervention and support. KYOTS teamed up with Blue Eagle Kickboxing in the first 6 month of the year for safe transport to and from events, the program will continue to provide safe transport and outreach to youth especially during the school holidays and the team is engaged with the new indoor sports centre to offer after hours activities and safe travel.



*Makwair Marial, ready for Youth Outreach patrol*

The Transport vehicle for KYOTS has stand out signage so it can be easily identified by clients at night as a safe place.

This financial year, KYOTS has already transported over 2800 people, assisted in over 120 hospital transfers, 50 patrol assistances, and 20 Child and family centre referrals.



*Youth Outreach Vehicle 2021*



# Community Transport

The Transport Bus remains an additional service to the Community child and family centre. The Transport Bus is 22-seater coaster vehicle and services Katherine town and local communities, Myali Brumby, Geyulkgan, Rockhole, Binjari. This year the community bus has transported over 16,000 people. This transport provides community members easy and free access to the following activities: job find appointments,

employment, medical appointments, family activities specifically at the Kalano Big rivers child and family centre, play groups, shopping, funeral, town events, and school holiday programs. The program is a continual success and ensures accessibility is no detriment to any families in need of transport. The schedule is subject to changed based on the needs and requirements of the community.



## KALANO COMMUNITY TRANSPORT

### TIMETABLE

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:15 - 8:30	MYALI BRUMBY	MYALI BRUMBY	MYALI BRUMBY	MYALI BRUMBY	MYALI BRUMBY
8:30 - 9:00	BINJARI	ROCKHOLE	BINJARI	ROCKHOLE	BINJARI
9:00 - 9:30					
9:30 - 10:00	ROCKHOLE	BINJARI	ROCKHOLE	BINJARI	ROCKHOLE
10:00 - 10:30					
10:30 - 11:30	EAST SIDE	EAST SIDE	EAST SIDE	EAST SIDE	EAST SIDE
11:30 - 11:45	SOUTH SIDE	SOUTH SIDE	SOUTH SIDE	SOUTH SIDE	SOUTH SIDE
11:45 - 12:00	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE
12:00 - 12:30	EAST SIDE	EAST SIDE	EAST SIDE	EAST SIDE	EAST SIDE
12:30 - 1:00 1:00 - 1:30	No Service		12:30pm -	1:30pm	No Service
1:30 - 1:45	MYALI BRUMBY	MYALI BRUMBY	MYALI BRUMBY	MYALI BRUMBY	MYALI BRUMBY
1:45 - 2:15	BINJARI	ROCKHOLE	BINJARI	ROCKHOLE	BINJARI
2:15 - 2:45					
2:45 - 3:15	ROCKHOLE	BINJARI	ROCKHOLE	BINJARI	ROCKHOLE
3:15 - 3:45					
3:45 - 4:00	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE	HOSPITAL NORTH SIDE
4:00 - 4:15	EAST SIDE	EAST SIDE	EAST SIDE	EAST SIDE	EAST SIDE

MYALI BRUMBY	BINJARI	ROCKHOLE	SOUTH SIDE	EAST SIDE	HOSPITAL / NORTH
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*This Schedule is Subject to Change with unexpected delays*

ALL ROUTES ONLY TAKE THE MAIN ROADS

Enquiries: 8918 6130

Community Transport Schedule



*Community Transport Vehicle*

## Community Day and Night Patrol (CNP)

The Community patrol team has been working tirelessly this year, their hard work, dedication, and passion for their community has paid off, and Katherine appears to have curbed many of its antisocial behavior issues, ensuring the CBD is a safer place to be. Community Night Patrol funding was recently extended by NIAA this year to continue their hard work on community safety. The team focus since January has been to work hard on building a team and family environment where people enjoy coming to work and making a difference in their community, the team has focused on their collaborative agreements with other stakeholders in town. They work closely with the Police, Hospital, Mission Australia, as well as other Kalano programs, specifically kalano youth outreach team to achieve the best results for their clients. This year they have been able to identify families in need or at risk and make the appropriate referrals to YORETs, or Big Rivers child and family centre where the individuals and families can access the supports, they need. CNP is moving away from the stigma of being a taxi service and has a real focus on being first responders to incidences around town and in the suburbs. Being a first responder helps to prevent individuals becoming contacts of the Justice system. CNP also assists the hospital to transfer people to safe locations to prevent sending clients out on their own after discharge with the inability to transport safely and preventing repetitive behaviors.

CNP now operates with 3, Toyota Hiace 12-seater commuter vans, one of which has disability access. The team still has 2 operational caged cars, this is for genuine safety use and assists in operating on busy nights.

On average, patrol services assist over 200 people per month.



**Melissa Black**  
*Manager of Transport Services*

The community day patrol program has been working in conjunction with the Big Rivers child and family centre, holiday programs, as well as continuing patrols and working hard to get at risk client's home or to safe locations, otherwise working with Mission Australia to use the sober up shelter.

Overall, the transport service team members have been working across multiple transport programs to diversify their skill set, gain employable experience, and build a stronger team as well as develop their own professional career.

The Transport team is always looking to build the team and all applicants are welcomed.

The Community Patrol Manager Noel McDonald celebrated 40 years of service with Kalano this year.

Community patrol officer Patrick Jimmy received a community commitment award.



*Community Patrol team, Helen, Evelyn, Revona, Melissa*



*Evelyn, Melissa, Cedric and Patrick from the community patrol team, supporting 'Do it for Dolly' day.*



*Patrick Jimmy with his community commitment award*



*Kalano Youth Outreach And Kalano Community Patrol Team – October 2021*



*Patrick and James on Patrol*



*Patrick Jimmy and James Roper – ready for work patrolling CBD*

# TRANSPORT SERVICES

## Venndale

Venndale has continued to deliver 12-week clinical model-based and culturally appropriate rehabilitation service that includes comprehensive case management, education groups in relation to relapse prevention, self-esteem, life skills, mental health, legal awareness, cultural activities, therapeutic activities such as art therapy. Skills for Employment and Education program is facilitated by Steps Group Australia at Venndale from Monday to Thursday every week. Venndale and Somerville Community Services have continued to work together, and Somerville has been facilitating Moving Forward Program at Venndale with current program due to complete in October. Venndale has been working NTG dietitian to provide education and address nutrition issues for Venndale clients. NTG Dietician attends Venndale on fortnightly basis to facilitate group education and healthy cooking classes. Venndale has been working in collaboration with Wurli-Wurlinjang health service for primary health needs of Venndale clients as well as for fitness and training. Domestic violence prevention programs are provided by community corrections at Venndale and in Katherine, and CatholicCare staff have been delivering No More Program at Venndale to both male and female clients.

Relationship Australia has presented to clients on the National Redress Scheme every two months.

Clients and staff participated in the celebration of the NAIDOC WEEK which was delayed due to COVID-19. Clients participated in the NAIDOC March. Clients also watched NAIDOC week movie at local Cinema during NAIDOC week.

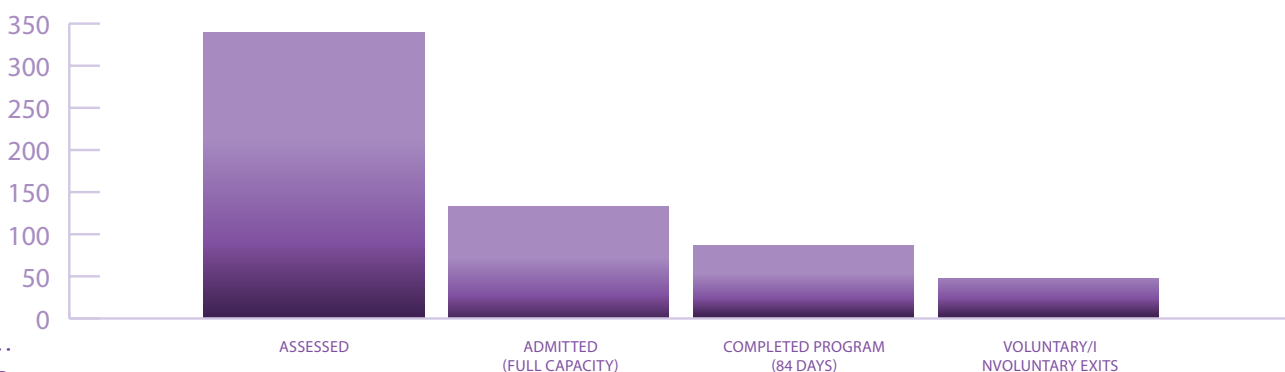
Venndale have continued their partnership with Tindal Magpies Football club and clients have been a part of Tindal Magpies team this year as well. Clients attended footy training every Wednesday. Venndale clients were given the opportunities to attend six different workplaces/businesses as part of Business Tour by Steps Group Australia so clients can experience day to day operations of different business and explore employment opportunities. Male clients also attended Wurli-Wurlinjang’s Strongbala men’s conference and completed Nitmiluk walk at Nitmiluk National Park where manager gave testimonial talk and brief history leading to job opportunities for clients.

In June 2021, Venndale arranged a day trip for all clients to Barunga Festival and clients were able to participate in different activities including a footy competition.

Wurli-Wurlinjang Health Service	Primary health, diabetes, sexual health and fitness program, social emotional wellbeing
Steps Group Australia	SEE Program (Skills for employment and education)
NTG Dietician	Nutrition and diet and healthy cooking
Catholic Care NT	Financial literacy and family violence program
Somerville	Financial literacy groups
Headspace	Youth mental health
Venndale Rehabilitation	Relapse prevention, self-esteem, life skills, mental health, and legal awareness
Community Corrections	Indigenous Family Violence program at Venndale
EASA	Drink Driving education
Relationships Australia	National Redress Support Scheme

Venndale continues to see an increase in self referrals. 133 clients were admitted to the program with 87 Venndale completed 339 assessments this year and clients completing the 84-day program successfully.

### CLIENT STATISTICS





# Program and Professional Development

Throughout this financial year, Venndale staff attended several professional development trainings which includes First Aid Training, AADANT conference, Understanding and managing challenging behaviours,

Four Venndale staff have started their Diploma of Alcohol and Other Drugs with RMIT. Venndale offers other relevant training as required e.g. medication training, First Aid training, Suicide Prevention, Trauma-informed care practice.

Venndale is aiming to develop and update manuals, digitize programs and group sessions, complete the development of the new Client Management System, develop a staff and client peer review program, and provide ongoing AOD education and training and we continue to work on developing on more resources as following:

- Introduce skills-based training and employability skills to enable clients to gain employment either during the treatment or upon completion.
- Increase number of aboriginal employees and trainees
- Create business avenues for Venndale to be operated by Venndale clients and develop new skills
- Guest speakers/ visits by elders and community leaders to empower clients
- Deliver Money Business Training by ANZ.
- Increase community engagement, recreational activities (when funding is available), and more practical group sessions (less theory) e.g. farm therapy program.

## VTAC

The VTAC program provides a semi-controlled environment to prepare clients reintegrate back into the community. The program's activities are designed in a way that encourage healthy lifestyle skills, prevent relapse and promote a structure in the client's day. The main three areas of focus of the program are working with clients to get Employment, Training and obtain safe and secure housing.

On average, there have been 14 clients staying in VTAC program throughout the year and Aftercare coordinator has supported 120 clients during this financial year. We are very proud of our clients gaining employment during their stay at VTAC. Following are the highlights 2019-2020:

- 3 clients reunified with children after the continuing care program.
- A total of about 20 Housing applications were made during the reporting period to obtain safe and secure accommodation to mitigate the risk of relapse prevention and overcrowding.
- 13 clients were enrolled in different trainings.
- Advocacy was provided to 4 clients with Territory Families, child protection matters. Out of the 4 there were 3 clients that were reunified with their children.
- 5 clients took part in the Men's culturally sensitive program to work on relationship issues, men's health, and alcohol and other drugs concerns.
- 6 clients took part in the Nitmuluk orientation day to gain employment skills
- 7 clients successfully gained employment during this period and 3 clients were still employed during the end of the reporting period



### Acknowledgement

I would like to acknowledge and thank Venndale and VTAC team for the amazing work they have done throughout the year. I would like to thank all staff, clients, our stakeholders, Kalano executive team and the Council for their ongoing support throughout this year.

Kind Regards,  
**Sandeep Buttar**



## Suicide prevention

**Activity:** To develop relevant help-seeking mental health and wellbeing messaging and provide t-shirts to be distributed with these messages to the Katherine region.

**Purpose:**

Build inclusive communities and strengthen community resilience

Address stigma and discrimination

Raise awareness of effective suicide prevention practices



ASK FOR HELP  
YOU WON'T REGRET IT



08 8972 8600



RELAPSE PREVENTION  
CASE MANAGEMENT  
REINTEGRATION  
AFTER CARE  
OUTREACH



## SUPPORT SERVICES MANAGER

My Role here at Kalano Community Association is quite challenging but also extremely rewarding. As the Support Services Manager I manage both our National Disability Insurance Scheme (NDIS) and our Commonwealth Home Support Program (CHSP). I previously worked for Kalano in Darwin prior to commencing my tenure as the Support Services Manager on the 19th of November 2020. As I accepted the position here in Katherine, I had to relocate. Katherine has since become my home and Kalano has become what feels to be my Family. The care that Kalano has for the community has flooded me with motivation to do my part to help, through my programs, to improve the lives of each of our members.



**Brad Ouwerkerk**  
Support Services Manager

### NDIS

Our NDIS Program is extensive and reaches out to not just Katherine but also Tennant Creek and Darwin. I have approximately 50 staff I oversee throughout the three locations. There are three main aspects to the NDIS program that I have spent my tenure here focusing on growing. The aspects are Support Coordination, Supported Independent Living and Community access which I will explain these in more detail in the NDIS section of this annual report. I collaborate directly with the Office of Public Guardians and participants stakeholders to ensure that all participants are having the care they need and deserve while making sure their choice and control is heard and understood. My position also requires me to work closely with NDIA and the Quality and safeguards commission to ensure we are upholding the NDIS Quality and Safeguarding Framework.

### CHSP

Our CHSP program is based in Katherine where I oversee our team of 5, my focus since commencing my tenure was trying to grow this program. Unfortunately, it has proven to be quite challenging as we seek to improve our funding so we can provide more supports like Yard maintenance. I have maintained a great relationship with the Community Grants Hub to ensure we are upholding our Indigenous employment initiative Grant, our CHSP Grant agreement and all reporting commitments.

The last 11 months in this position has been the most amazing experience that I can't even begin to describe. I would like to thank each and everyone one of my Staff for going above and beyond to ensure our participants have the support they deserve. Our Executive team who has guided me and helped me grow. I would also like to thank all our participants; you have all taught me so much. The most amazing thing I see, is how strong Culture and Family is in our community. I wake up each day looking forward to coming to work and seeing my staff and our participants. Most importantly I feel like I am making a difference.

## NDIS

**Kalano's National Disability Insurance Scheme has gone through some significant changes and growth since November 2020. Our re-registration audit was finalised and we were provide with our registration certificate which is valid until 8th July 2024 with our Midterm audit scheduled to start on the 8th of January 2023.**

Managements primary focus was growth in our three main programs,

### SUPPORT COORDINATION

Once you've set out your goals in your NDIS plan, you need to put this plan into practice – this is where Support Coordination comes in.

Your Support Coordinator helps you better understand the NDIS, links you up with service providers that are right for you, and connects you to support networks, both mainstream and informal, that can help you live life your way. A Support Coordinator will work with you to increase your capacity to maintain relationships, manage the services you access, live with independence, and be involved in your community.

We currently Provide Support Coordination to 32 participants throughout Katherine and Tennant Creek

### COMMUNITY ACCESS

Community Access can be provided to help participants achieve their individual community and social participation goals, including attending social activities, medical appointments, shopping, banking, sporting activities, visiting friends and family and more.

We provide one on one support to assist people to access and participate in the community seven days a week. Community access can be scheduled as one-off appointments or as an on-going support to assist people to participate in activities of their choice in the community

We currently Provide Community Access to 40 participants throughout Katherine, Darwin and Tennant Creek

### SUPPORTED INDEPENDENT LIVING (SIL),

SIL involves the help or supervision of daily tasks over a 24/7 period, allowing NDIS participants to live as independently as possible. We currently have five Supported independent living homes.

We have Two houses in Darwin (one for Males and one for Females), two houses in Katherine (one for Males and one for Females), and one house in Tennant Creek (females only).

Since November 2020 our Growth in SIL has been immense. We started with only three houses, a house



in each location with a total of two participants. There was one participant in our house in Katherine, one Participant in our house in Darwin while our Tennant Creek house was vacant.

We now Currently have five houses with a total of six participants with a seventh participant set to move into one of our houses in Katherine mid-November.

Kalano also provides short-term accommodation and Medium-term accommodation.



Our growth within the NDIS program has also led to more jobs for our community, we now have approximately 50 staff across all three locations. Staff continue to receive training to meet quality standards and to provide the best care and services for Kalano's participants.

In March NDIS had employed its own finance officer who has together worked with NDIS management to ensure that all our claiming procedures and policies

have been updated, which resulted in our debtors list reduced significantly.

The main focus for the next year will be continued growth especially in our Katherine region. There a still a great amount of people in our community that don't have access to the supports they need under NDIS so we will assist them in understanding and accessing the NDIS.

## CHSP

Kalano's Commonwealth Home Support Program (CHSP) is run by a team of four indigenous community members and is funded for the following services,

### MEALS

Good nutrition is an essential part of health and well-being, our CHSP team recognize this and provide a hot fresh meal to our CHSP clients 5 days a week Monday – Friday. These meals are made fresh at Kalano Flexi care and are collected each day right before they are delivered.

### TRANSPORT

The provision of community transport services under the CHSP assists frail older people to remain actively connected with their local community. Transport services aim to assist client to continue with their usual activities, such as attending community groups or medical appointments, enabling them to keep active and socially engaged.

### PERSONAL CARE

Personal care provides assistance with activities of daily living self-care tasks in order to help a client maintain appropriate standards of hygiene and grooming, including:

- assistance with self-care
- assistance with client self-administration of medicine.

#### Activities can include support with:

- eating
- bathing
- toileting
- dressing
- grooming
- getting in and out of bed
- moving about the house
- assistance with client self-administration of medicine (including from dose-administration aids and reporting of failure to take medicines).

Services may also include demonstrating and encouraging the use of techniques to improve the person's capacity for self-management and building confidence in the use of equipment or aids, such as a bath seat or handheld shower hose to support wellness and reablement goals.



### DOMESTIC ASSISTANCE

To provide frail older people with assistance with domestic chores to maintain their capacity to manage everyday activities in a safe, secure and healthy home environment including time limited services to support wellness and reablement goals.

Domestic Assistance is normally provided in the home and refers to:

- general house cleaning
- linen services
- unaccompanied shopping (delivered to home)

#### It can include:

- bill paying (unaccompanied)
- clothes washing and ironing
- collection of firewood (in remote areas)
- dishwashing
- help with meal preparation (where this is not the primary focus of service delivery)
- house cleaning
- shopping (unaccompanied)
- washing of household linen or provision and laundering of linen, usually by a separate laundry facility.

Domestic Assistance services may also include demonstrating and encouraging the use of techniques or specific aids and equipment to improve the person's capacity for self-management, build confidence and support client participation where appropriate.

The age requirement for CHSP is 50 years and older if indigenous and 65 years and older if non-indigenous.



If you or any of your family members feel they need any of the above support, please reach out to our CHSP supervisor Georgina (Jo) Campbell

Since November 2020 we have improved our evidence-based reporting system and have been fulfilling our reporting requirements in the Data Exchange System (DEX).

We have reached out to the regional assessment Service and have maintained a good relationship with the home support assessor, who comes down to Katherine every 6 weeks to do assessments and assist people in the community in accessing CHSP supports.

We are currently working on applying for a CHSP grant

to allow us to provide yard maintenance to eligible members of the community as this has been identified as a key service that is needed to assist our community members to maintain their home in a safe and habitable condition.

Our biggest challenge is client contributions, the Australian Government provides the bulk of the funding for Commonwealth Home Support Program (CHSP) services. We ask that people using the services contribute to their cost, to help the CHSP be financially sustainable. Guided by the CHSP Client Contribution Framework we will work on trying to reduce this cost to make it affordable for all our community members but also allow for sustainability.

# KALANO BUSINESS INCUBATOR

## David Pitt

In 2019, Kalano Community Association Aboriginal Corporation secured funding through the Prime Minister and Cabinet for a (2) year Business Incubator pilot program. Over the past two years Kalano has engaged a Business Development Officer in the Community Development Region 31 (CDP) to create awareness and deliver the program. The Business Incubator supports the development of Indigenous businesses and business ideas in remote communities, including supporting CDP participants to pursue enterprise development as their CDP activity.

The last two years of the Business Incubator program has created a lot of positive outcomes for our Indigenous clients. Despite the barriers of COVID-19, Indigenous entrepreneurs have persevered with their business ideas to create better outcomes for Indigenous people in our communities and contribute towards economic development in our region. Business development is a key focus in advancing our Indigenous communities and outcomes, we are working hard as an organisation to secure more funding to extend the business



incubator past the pilot period so we can offer support past a two-year period and give our Indigenous clients the best possible chance of success in the long term.

2020 – 2021 STATISTICS	No.
No. of new businesses established and growing	5
No. of business ideas being developed	3
ABN's registered in the period	7
No. of individual/organisations that received in-house advisory support	24
No. of individual businesses and organisations that received professional advice	9
No. of successful client funding applications	4
No. of clients enrolled in study/education towards their business	3

### Acknowledgement

Thank you to all Kalano staff and executive management for your support in delivering the Business Incubator Program. I would also like to thank the National Indigenous Australians Agency (NIAA), Many Rivers, stakeholders and mostly the clients that have engaged with the program over the course of the two-year pilot. We are working hard to secure an extension for the Incubator to take this beyond the two-year trial and to make this program a permanent fixture. The Business Incubator and the clients Engaged in the program can make a significant difference, both economically and socially in our communities.

**David Pitt** | Business Development Officer



# EVENTS

## Kalano Summit

The Kalano Summit was held at the start of 2021 to engage all community members to assist Kalano in designing their new strategic plan. From this discussion there were five key objectives identified

1. Cultural Empowerment
2. Housing and Community Infrastructure
3. Community & Lifestyle
4. Economic Development
5. Organisational Excellence.





## ALAN MOLE Citizen of the Year



## Batchelor Graduation



## Deadly Hair Dude Partnership



## BLUE TREE

The aim of this project is to encourage people to start the difficult conversations and open- up if they are suffering from depression and/or anxiety. This project was inspired by a story that was told at Jayden Whyte's funeral on 23rd November 2019. Jayden painted a tree blue one night on his family farm, in Mukinbudin after sneaking out, wondering just how long it would be before anyone noticed the deep blue tree on the horizon. This tree was painted out of love, mischief, and friendship. It was painted with a special friend Tjarda Tiedeken on February 14th 2014. What a shock it would be when his dad came across the tree standing in the middle of the paddock proud and blue, he thought. With this project, Blue Tree hopes to raise awareness but also become a part of the change to help better inform our health system of where people are being let down. We need to raise the alarm that the current health departments dealing with mental health issues is in no way good enough and serious action is needed. Problems can be fixed but people cannot be replaced.

The blue tree now holds a whole new meaning, and we hope to spread a message of hope by having people paint a tree in need of a 'blue' lease on life. We believe these blue trees that are painted across the nation and in the UK can act as a visual reminder to check in with a loved one, a friend that is having a rough time or a mate having a blue day. By spreading the paint and spreading the message that it is OK to not be OK we can help break down the stigma that is still largely attached to mental health. Inform people that we all have blue days but there will always be someone who you can talk to, and someone who will listen. The Kalano Beautification project was designed to give participants skills in areas of yard and outdoor maintenance. This month the CDP team have completed the score board at the footy oval, several awesome garden beds with retaining walls and of course the Blue Tree project. There is much more in the works that will no doubt feature in the next newsletter.

You may have seen the Blue Tree on the right-hand side of the Stuart Highway as you head towards Mataranka? Well, now Kalano has its own BLUE TREE right here at Kalano. With a lot of hard work from Brad Irwin, all the CDP staff and many participants the common meeting area at Kalano has been converted into an amazing area to sit, meet, and reflect.

The aim of this project is to encourage people to start the difficult conversations and open- up if they are suffering from depression and/or anxiety. With this project, Blue Tree hopes to raise awareness but also become a part of the change to help better inform our health system of where people are being let down.

A huge amount of work has gone in to cleaning up the once, ugly, concrete tables and chairs under a roof of rusted corrugated iron and converting it into the most amazing art featured spot in the Kalano grounds.



The CDP team, including participants helped to replace the roof, clean up and repaint the cement floor, remove the old trees and cut back the Blue Tree, they painted the blue tree, put a garden bed and sign at the base and the CDP female participants completed this artwork on the tables and chairs that now should be in a museum but for now Kalano is very lucky to have it on site at lot 508. If you are ever at Kalano please have a look.

On The 14th of May Kalano promoted and dressed in Blue for 'Do it for Dolly' day. You can see left the Transport Service staff donning their blue outfits. For more information about these amazing initiatives please visit <https://www.bluetreeproject.com.au/> <https://dollysdream.org.au/>



## Kalano Indigenous Careers Expo

The Indigenous Careers Expo is a day for our Mob to engage with businesses and organisations from the Katherine, Big Rivers, and surrounding areas to develop an understanding and passion for the many roles and careers available to the Indigenous members of our community.

Community members will have the opportunity to engage with different businesses/organisations and understand the roles/careers available to them. Kalano will be providing a free burger lunch and attendees can expect lots of other goodies (showbags, etc) from the different organisations they visit.

Friday 18th June 2021 - 10am – 3pm, Location - Kalano Basketball Courts – Lot 508 McKeddie Road, Katherine, NT, 0850

Organisations in attendance include:

- Kalano Community Association
- Wurli-Wurlinjang Health Service
- Rise Ventures
- Wanta Aboriginal Corporation
- Catholic Care NT
- Katherine Town Council
- ITEC Health
- Public Health Network
- Headspace
- Anglicare NT

And many more local businesses and organisations!





## KALANO DOGGY DAY

A big thanks to the Katherine Town Council and Katherine Vet Care for joining with Kalano to assist with Animal Control in our Communities.

A lot of hard work from Volunteers and Community Members went in to achieving the following results:

- Cats castrated = 9**
- Cats spayed = 13**
- Dogs castrated = 21**
- Dogs spayed = 41**
- Cats euthanized = 31**
- Pups aborted = 32**

**Kalano Doggy Day**

**FREE** Wednesday 28 April - Friday 30 April  
8:30 am - 3 pm  
Kalano Doggy Day

Free dog or cat vet check-ups for:

- ✓ Desexing
- ✓ Worming
- ✓ Tick & flea control
- ✓ General health check

KATHERINE TOWN COUNCIL  
KATHERINE VET CARE  
Ph: 8972 2752

Katherine Town Council and Katherine Vet Care helping to provide animal care for your pets.  
For further information please call a Katherine Town Ranger on (08) 8972 5500

## Employees of The Month





## IMPARJA CUP

# KALANO KANGAS – 2021 IMPARJA CUP

Kalano was proud to sponsor the Kalano Croc's Imparja Cup side this year which was comprised of several Kalano Staff and Council. The Imparja Cup has been running since 1994 between Alice Springs and Tennant Creek. The idea was started by Shane and Mervyn Franey from Alice Springs and Ross Williams from Tennant Creek. **KALANO CROC'S WON THE GRAND FINAL THIS YEAR...** Well done all and a big thanks to Marcus Rosas for organising the Kalano Mob!!!



# JUNK FESTIVAL 2021



# KALANO NAIDOC FAMILY FUN DAY



# LONG SERVICE



A massive part of the Finance Team is April Rosas who has been with Kalano for over 20 years. April is an institution at Kalano, is the go-to person to understand the history of Kalano & is a vital link from finance into our communities. April supports the team with bank reconciliations, payment of creditors, managing petty cash, power cards plus other administrative duties.

April is the perfect example of what Kalano wants to see more of. April started at Kalano as a Cleaner 20 years ago. She has since worked across a variety of programs including Aged care, Meals on Wheels and with School attendance and Breakfast programs and is NOW a key component of our finance team.

April says, the organizations has grown massively but if she could change anything it would be to see the re-introduction of some of the old programs, we used to have back in to to Kalano. April is also a great source for funny stories if you get a minute to sit down with her.









Good morning all,

I'm absolutely delighted to let you know that last Friday Kalano was awarded the Woolworths Community Group of the Year Award. We were nominated anonymously back in June and progressed to being a semi finalist , then finalist. On Friday were we where awarded the top prize. Whilst we don't do what we do here to win awards, it is nice to be recognised and we can all feel proud that our efforts are not going unnoticed.

I personally would like to thank the Kalano Community Council Members and every staff member, it is what you do, your achievements and your tireless efforts you put in for our Communities and Programs – it's your efforts that make these awards possible.

So ,congratulations to you all & let's keep up the great work.

Yours Sincerely,  
**Alan R Mole**  
 Acting Chief Executive Officer





# THANK YOU

*Kalano Community Association Incorporated delivers a variety of programs from the Top End to Tennant Creek.*

*None of this would be possible without the Support of Government.*

*So... We just wanted to take this opportunity to thank both the Northern Territory and Australian Governments for their ongoing confidence and support.*

*Specifically...*

- ***NT Government's Department of the Chief Minister***
- ***Department of Health***
- ***Department of Attorney-General & Justice***
- ***Territory Families***
- ***Department of Housing & Community Development***
- ***Australian Government Department of Health, and***
- ***The National Indigenous Australians Agency***

*Who all fund programs here at Kalano?*

*Without their support there would be no services...*

***Thank You!!!***

# FINANCIALS

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## **Kalano Community Association Incorporated and its related entity**

**ABN 17 030 032 930**

## **Consolidated Financial Statements For the year ended 30 June 2021**



SWJR Nominees Pty Ltd  
 ABN 49 028 687 171  
 Cnr Coonawarra & Hook Roads  
 PO Box 38394, Winnellie NT 0821  
 Tel: 08 8947 2200  
 Fax: 08 8947 1148  
 lowrys.accountants@lowrys.com.au

**INDEPENDENT AUDITORS' REPORT  
 TO THE MEMBERS OF KALANO COMMUNITY ASSOCIATION INCORPORATED AND ITS RELATED ENTITY**

**Report on the Audit of the Financial Report**

**Opinion**

We have audited the accompanying financial report, as set out on pages 4 to 30, of Kalano Community Association Incorporated and its related entity (the Consolidated Group) which comprises the consolidated statement of financial position as at 30 June 2021, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity, the consolidated statement of cash flows for the year then ended, the notes to the financial report including the summary of significant accounting policies, the council members' report and the council members' declaration.

In our opinion, the financial report of the Consolidated Group has been prepared in accordance with the *Northern Territory of Australia Associations Act* and the *Australian Charities and Not-for-profits Commission Act 2012* (the Acts), including:

- (a) giving a true and fair view of the Consolidated Group's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the financial reporting requirements of the Acts.

**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 Consolidated Group in accordance with 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 ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Emphasis of Matters**

Without modifying our opinion, we draw attention to the following matters:

***Dependency on Government Funding***

The Consolidated Group relies on funding from the government. The financial report has been prepared on a going concern basis on the expectation that government funding will continue. Without such sources of revenue there is significant uncertainty whether the Consolidated Group will be able to continue as a going concern and therefore whether it will realise its assets and extinguish its liabilities in the normal course of business and at the amounts stated in the financial report.



***Basis of Accounting and Restriction on Distribution***

Without modifying our opinion, we draw attention to Notes 1 to the financial statements which describe the basis of accounting. The financial report has been prepared to assist the Consolidated Group to meet the reporting requirements of the Acts. As a result, the financial report may not be suitable for another purpose.

**Responsibilities of the Council Members for the Financial Report**

The council members of the Consolidated Group are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and for such internal control as the council members determine are necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the council members are responsible for assessing the Consolidated Group'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 council members either intend to liquidate the Consolidated Group or to cease operations, or has no realistic alternative but to do so.

Council members are also responsible for overseeing the Consolidated Group's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

[http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our audit report.

**LOWRYS ACCOUNTANTS**

Colin James, FCA  
Registered Company Auditor

Darwin  
Date: 31 October 2021

**Kalano Community Association Incorporated and its related entity****Contents****30 June 2021**

Council members' report	2
Statements of profit or loss and other comprehensive income	4
Statements of financial position	5
Statements of changes in equity	6
Statements of cash flows	7
Notes to the financial statements	8
Council members' declaration	30
Independent auditor's report to the members of Kalano Community Association Incorporated and its related entity	31

**General Information**

The financial statements cover both Kalano Community Association Incorporated and its related entity as an individual entity and the Consolidated Group consisting of Kalano Community Association Incorporated and its related entity and the entities it controlled at the end of, or during, the year. The financial statements are presented in Australian dollars, which is Kalano Community Association Incorporated and its related entity's functional and presentation currency.

Kalano Community Association Incorporated and its related entity is a not-for-profit incorporated association.

The financial statements were authorised for issue on 31 October 2021.

**Kalano Community Association Incorporated and its related entity  
Council members' report  
30 June 2021**

In the council members' opinion:

- the attached financial statements and notes thereto, being general purpose financial statements under the reduced disclosure regime, are in accordance with the Associations Act NT and Australian Charities and Not-for-Profit Commission (ACNC) Act 2012, including compliance with Australian Accounting Standards - Reduced Disclosure Requirements, and give a true and fair view of the financial position of Kalano Community Association Incorporated (the Association) and the Consolidated Group as at 30 June 2021 and performance of the Consolidated Group for the year ended on that date;
- the accounts of the Consolidated Group have been properly prepared and are in accordance with the books of account of the Consolidated Group; and
- there are reasonable grounds to believe that the Consolidated Group will be able to pay its debts as and when they become due and payable.

**Council members**

The following persons were Council members of Kalano Community Association Incorporated and its related entity during the whole of the financial year and up to the date of this report, unless otherwise stated:

Rick Fletcher  
Anne-Marie McDonald  
Suzi Berto  
Glenn Nuggin  
Heather Mundul  
Timothy Alyson  
Gabriel Henry  
Rosslyn Weetra  
Jason Brown  
Marcus Rosas  
Kathleen Andrews (resigned)  
Melissa Rogers (resigned)  
Anita Bronghur  
Noelene Farrell

**Principal activities**

The principal activities of the Consolidated Group during the financial year were administering of the health, housing and employment requirements and the overall general well being of the members of the Kalano Community and their families.

**Performance measures**

The surplus of the Consolidated Group for the financial year ended 30 June 2021 amounted to \$2,308,069 (2020: surplus \$5,261,228).

**Significant Changes**

No significant changes in the state of affairs of the Consolidated Group occurred during the financial year.

**After Balance Date Events**

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operation of the Consolidated Group, the results of those operations, or the state of affairs of the Consolidated Group in future financial years.



**Kalano Community Association Incorporated and its related entity  
Council members' report  
30 June 2021**

On behalf of the Council members

  
\_\_\_\_\_  
Council Member

  
\_\_\_\_\_  
Council Member

31 October 2021

**Kalano Community Association Incorporated and its related entity**  
**Statements of profit or loss and other comprehensive income**  
**For the year ended 30 June 2021**

	Note	Consolidated		Parent	
		2021	2020	2021	2020
		\$	\$	\$	\$
<b>Revenue</b>					
Administration fees	3	49,332	72,568	49,332	72,568
Grants received	4	6,519,545	9,409,037	2,549,494	5,314,273
Rent received	5	1,060,581	988,940	774,144	689,290
Sales and operating income	6	2,754,847	2,039,151	2,754,847	2,039,151
Other income	7	6,703,161	4,949,096	6,633,995	4,707,718
		<u>17,087,466</u>	<u>17,458,792</u>	<u>12,761,812</u>	<u>12,823,000</u>
<b>Total revenue</b>		<u>17,087,466</u>	<u>17,458,792</u>	<u>12,761,812</u>	<u>12,823,000</u>
<b>Expenses</b>					
Administrative expenses	8	(2,152,863)	(1,877,562)	(1,505,676)	(1,142,928)
Depreciation	9	(2,211,389)	(1,574,202)	(1,978,828)	(1,536,207)
Employee expenses	10	(8,610,100)	(6,642,899)	(5,933,831)	(4,360,976)
Repairs and maintenance	11	(298,097)	(285,759)	(252,480)	(253,158)
Utilities	12	(593,041)	(606,026)	(501,092)	(481,501)
Other expenses	13	(381,521)	(382,563)	(272,331)	(245,947)
Bad debts		-	(10,579)	-	(10,579)
Doubtful debts expense		(30,188)	(156,542)	(1,431)	(78)
Finance costs - interest on loan		(8,714)	(4,169)	(8,714)	(4,169)
Finance costs - leases		(25,581)	(17,689)	(25,581)	(17,689)
Fringe benefits tax		(14,349)	(16,818)	(14,349)	(16,818)
Housing expenses		(106,441)	(245,087)	(106,441)	(245,087)
Motor vehicle expenses		(347,113)	(168,645)	(197,232)	(42,760)
Unexpended grants adjustments		-	(209,034)	-	(209,034)
<b>Total expenses</b>		<u>(14,779,397)</u>	<u>(12,197,564)</u>	<u>(10,797,986)</u>	<u>(8,566,931)</u>
<b>Surplus for the year</b>	25	2,308,069	5,261,228	1,963,826	4,256,069
<b>Other comprehensive income</b>					
Revaluation adjustments		-	(213,464)	-	(213,464)
<b>Other comprehensive income for the year</b>		-	(213,464)	-	(213,464)
<b>Total comprehensive income for the year</b>		<u>2,308,069</u>	<u>5,047,764</u>	<u>1,963,826</u>	<u>4,042,605</u>

*The above statements of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes*

**Kalano Community Association Incorporated and its related entity**  
**Statements of financial position**  
**As at 30 June 2021**

	Note	Consolidated		Parent	
		2021	2020	2021	2020
		\$	\$	\$	\$
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	14	14,730,902	13,594,722	13,115,529	10,638,064
Trade and other receivables	16	1,673,159	659,749	2,261,267	1,136,860
Prepayments		4,021	3,136	-	-
<b>Total current assets</b>		<u>16,408,082</u>	<u>14,257,607</u>	<u>15,376,896</u>	<u>11,775,044</u>
<b>Non-current assets</b>					
Property, plant and equipment	17	19,877,369	20,062,287	18,766,919	19,674,434
Right-of-use assets	18	973,476	883,087	871,256	739,865
<b>Total non-current assets</b>		<u>20,850,845</u>	<u>20,945,374</u>	<u>19,638,175</u>	<u>20,414,299</u>
<b>Total assets</b>		<u>37,258,927</u>	<u>35,202,981</u>	<u>35,015,071</u>	<u>32,189,343</u>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	19	3,229,686	3,381,754	2,933,808	2,181,904
Lease liabilities	20	323,107	493,907	461,786	454,126
Provisions	22	587,172	588,827	472,009	447,892
<b>Total current liabilities</b>		<u>4,139,965</u>	<u>4,464,488</u>	<u>3,867,583</u>	<u>3,083,922</u>
<b>Non-current liabilities</b>					
Lease liabilities	21	586,934	509,250	486,314	408,632
Provisions	23	87,549	92,833	64,136	63,577
<b>Total non-current liabilities</b>		<u>674,483</u>	<u>602,083</u>	<u>550,450</u>	<u>472,209</u>
<b>Total liabilities</b>		<u>4,814,448</u>	<u>5,066,571</u>	<u>4,418,033</u>	<u>3,556,131</u>
<b>Net assets</b>		<u>32,444,479</u>	<u>30,136,410</u>	<u>30,597,038</u>	<u>28,633,212</u>
<b>Equity</b>					
Reserves	24	17,936,848	17,936,848	17,936,848	17,936,848
Retained surpluses	25	14,507,631	12,199,562	12,660,190	10,696,364
<b>Total equity</b>		<u>32,444,479</u>	<u>30,136,410</u>	<u>30,597,038</u>	<u>28,633,212</u>

*The above statements of financial position should be read in conjunction with the accompanying notes*

**Kalano Community Association Incorporated and its related entity**  
**Statements of changes in equity**  
**For the year ended 30 June 2021**

<b>Consolidated</b>	<b>Reserves \$</b>	<b>Retained Surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2019	18,150,312	6,017,003	24,167,315
Adjustment for change in accounting policy	-	921,331	921,331
Balance at 1 July 2019 - restated	18,150,312	6,938,334	25,088,646
Surplus for the year	-	5,261,228	5,261,228
Other comprehensive income for the year	(213,464)	-	(213,464)
Total comprehensive income for the year	(213,464)	5,261,228	5,047,764
Balance at 30 June 2020	<u>17,936,848</u>	<u>12,199,562</u>	<u>30,136,410</u>

<b>Consolidated</b>	<b>Reserves \$</b>	<b>Retained Surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2020	17,936,848	12,199,562	30,136,410
Surplus for the year	-	2,308,069	2,308,069
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	2,308,069	2,308,069
Balance at 30 June 2021	<u>17,936,848</u>	<u>14,507,631</u>	<u>32,444,479</u>

<b>Parent</b>	<b>Reserves \$</b>	<b>Retained Surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2019	18,150,312	6,020,567	24,170,879
Adjustment for change in accounting policy	-	419,728	419,728
Balance at 1 July 2019 - restated	18,150,312	6,440,295	24,590,607
Surplus for the year	-	4,256,069	4,256,069
Other comprehensive income for the year	(213,464)	-	(213,464)
Total comprehensive income for the year	(213,464)	4,256,069	4,042,605
Balance at 30 June 2020	<u>17,936,848</u>	<u>10,696,364</u>	<u>28,633,212</u>

<b>Parent</b>	<b>Reserves \$</b>	<b>Retained Surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2020	17,936,848	10,696,364	28,633,212
Surplus for the year	-	1,963,826	1,963,826
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	1,963,826	1,963,826
Balance at 30 June 2021	<u>17,936,848</u>	<u>12,660,190</u>	<u>30,597,038</u>

*The above statements of changes in equity should be read in conjunction with the accompanying notes*

**Kalano Community Association Incorporated and its related entity**  
**Statements of cash flows**  
**For the year ended 30 June 2021**

	Note	Consolidated		Parent	
		2021	2020	2021	2020
		\$	\$	\$	\$
<b>Cash flows from operating activities</b>					
Receipts from funding bodies		6,519,545	9,268,644	2,577,119	3,466,116
Receipts from customers		9,521,647	7,797,313	9,056,291	7,192,228
Payments to suppliers and employees		(12,658,929)	(11,593,791)	(8,089,550)	(5,883,183)
Finance costs		(8,714)	(1,749)	(34,295)	(15,950)
Interest received		2,899	14,010	2,671	13,723
<b>Net cash from operating activities</b>		<b>3,376,448</b>	<b>5,484,427</b>	<b>3,512,236</b>	<b>4,772,934</b>
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	17	(1,605,882)	(2,766,751)	(691,727)	(2,315,374)
<b>Net cash used in investing activities</b>		<b>(1,605,882)</b>	<b>(2,766,751)</b>	<b>(691,727)</b>	<b>(2,315,374)</b>
<b>Cash flows from financing activities</b>					
Advances repaid to related parties		-	-	112,880	(525,938)
Principal repayments - Lease liabilities		(634,386)	(232,662)	(455,824)	(211,176)
<b>Net cash used in financing activities</b>		<b>(634,386)</b>	<b>(232,662)</b>	<b>(342,944)</b>	<b>(737,114)</b>
<b>Net increase in cash and cash equivalents</b>		<b>1,136,180</b>	<b>2,485,014</b>	<b>2,477,565</b>	<b>1,720,446</b>
Cash and cash equivalents at the beginning of the financial year		13,694,722	11,109,708	10,638,064	8,917,618
Cash and cash equivalents at the end of the financial year	14	14,730,902	13,594,722	13,115,629	10,638,064

*The above statements of cash flows should be read in conjunction with the accompanying notes*

**Kalano Community Association Incorporated and its related entity**  
**Notes to the financial statements**  
**30 June 2021**

**Note 1. Significant accounting policies**

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

**New or amended Accounting Standards and Interpretations adopted**

The Consolidated Group has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

**Basis of preparation**

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and Interpretations issued by the Australian Accounting Standards Board ('AASB'), the *Australian Charities and Not-for-profits Commission Act 2012* and *Northern Territory Associations Act 2003*, and associated regulations, as appropriate for not-for profit oriented entities

The financial statements were authorised for issue by the Council Members on 31 October 2021.

**Historical cost convention**

The financial statements have been prepared under the historical cost convention, except for, where applicable, the revaluation of financial assets and liabilities at fair value through profit or loss, financial assets at fair value through other comprehensive income, investment properties, certain classes of property, plant and equipment and derivative financial instruments.

**Critical accounting estimates**

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Consolidated Group's and Association's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

**Principles of consolidation**

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Kalano Community Association Incorporated and its related entity ('Association' or 'parent entity') as at 30 June 2021 and the results of all subsidiaries for the year then ended. Kalano Community Association Incorporated and its related entity and its subsidiaries together are referred to in these financial statements as the 'Consolidated Group'.

Subsidiaries are all those entities over which the Consolidated Group has control. The Consolidated Group controls an entity when the Consolidated Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Consolidated Group. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the Consolidated Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Consolidated Group.

The acquisition of subsidiaries is accounted for using the acquisition method of accounting. A change in ownership interest, without the loss of control, is accounted for as an equity transaction, where the difference between the consideration transferred and the book value of the share of the non-controlling interest acquired is recognised directly in equity attributable to the parent.

Where the Consolidated Group loses control over a subsidiary, it derecognises the assets including goodwill, liabilities and non-controlling interest in the subsidiary together with any cumulative translation differences recognised in equity. The Consolidated Group recognises the fair value of the consideration received and the fair value of any investment retained together with any gain or loss in profit or loss.

**Kalano Community Association Incorporated and its related entity  
Notes to the financial statements  
30 June 2021**

**Note 1. Significant accounting policies (continued)**

Interests in subsidiaries are accounted for at cost, less any impairment, in the parent entity. Dividends received from subsidiaries are recognised as other income by the parent entity and its receipt may be an indicator of an impairment of the investment.

**Revenue recognition**

The Consolidated Group recognises revenue as follows:

*Revenue from contracts with customers*

Revenue is recognised at an amount that reflects the consideration to which the Consolidated Group is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Consolidated Group: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

*Rendering of services*

Revenue from a contract to provide services is recognised over time as the services are rendered based on either a fixed price or an hourly rate.

*Grants*

The Consolidated Group recognises:

- Income immediately in profit or loss for the excess of the initial carrying amount of an asset over the related contributions of the Consolidated Group, increases in liabilities, decreases in assets and revenue;
- Liabilities for the excess of the initial carrying amount of a financial asset (received in a transfer) to enable the Consolidated Group to acquire or construct a non-financial asset that is to be controlled by the Consolidated Group) over any related amounts recognised in accordance with the relative standards. The liabilities must be amortised to profit or loss as income when the Consolidated Group satisfies its obligations under the transfer; and
- Volunteer services or a class of volunteer services as an accounting policy choice if the fair value of those services can be measured reliably, whether or not the services would have been purchased if they had not been donated.

*Operating revenue*

The revenue is recognised (net of discounts) when the service is provided and the invoice is generated (i.e. after satisfaction of performance obligation). Net client services revenue is recognised at the estimated net realisable amounts from the third party payers and others for the services rendered, net of estimated retroactive revenue adjustments when the related services are rendered.

Some contracts include variable considerations such as rejection of claims, volume discount and prompt payment discount. Under AASB15, management estimates variable consideration using the expected value method for rejections and volume discounts and single most likely amount method for prompt payment discount. Management apply one method consistently throughout the contract when estimating the effect of an uncertainty on an amount of variable consideration to which the Consolidated Group will be entitled. In addition, management consider all the information (historical, current and forecast) that is reasonably available to the Consolidated Group and identify a reasonable number of possible consideration amounts.

*Administration fees*

Administration fees are recognised in the period to which it relates.

*Interest*

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

**Kalano Community Association Incorporated and its related entity**  
**Notes to the financial statements**  
**30 June 2021**

**Note 1. Significant accounting policies (continued)**

*Rent*

Rent revenue from properties owned is recognised on a straight-line basis over the lease term. Lease incentives granted are recognised as part of the rental revenue. Contingent rentals are recognised as income in the period when earned. Such leases are classified as other than finance leases.

*Other revenue*

Other revenue is recognised when it is received or when the right to receive payment is established.

*Income tax*

As the Consolidated Group is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

*Current and non-current classification*

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the Consolidated Group's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the Consolidated Group's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

*Cash and cash equivalents*

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

*Trade and other receivables*

Trade and other receivables are initially recognised at fair value, and subsequently at amortised cost, using the effective interest rate method less any allowance under the ECL model. Any gain or loss on de-recognition is recognised as profit or loss.

Trade and other receivables with maturities greater than 12 months after the balance sheet date are classified as non-current assets.

*Recoverability of trade and other receivables*

At each reporting date, the Consolidated Group assesses whether financial assets carried at amortised cost are 'credit-impaired'. A financial asset is 'credit-impaired' when one or more events that have detrimental impact on the estimated future cash flows on the financial asset have occurred.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of loan and other receivables and are a profitability-weighted estimate of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Consolidated Group in accordance with the contract and the cash flows that the Consolidated Group expects to receive).

The Consolidated Group analyses the current observable data as a means to estimate lifetime ECL. The current observable data may include:

- Financial difficulties of a counterparty or profitability that a counterparty will default on payment or will enter bankruptcy; and
- Conditions specific to the asset to which the receivable relates



**Kalano Community Association Incorporated and its related entity  
Notes to the financial statements  
30 June 2021**

**Note 1. Significant accounting policies (continued)**

Debts that are known to be uncollectable are provided for or written off when identified. The Consolidated Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The entity expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the entity's procedures for recovery of amounts due.

**Investments and other financial assets**

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Consolidated Group has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

*Financial assets at fair value through profit or loss*

Financial assets not measured at amortised cost or at fair value through other comprehensive income are classified as financial assets at fair value through profit or loss. Typically, such financial assets will be either: (i) held for trading, where they are acquired for the purpose of selling in the short-term with an intention of making a profit, or a derivative; or (ii) designated as such upon initial recognition where permitted. Fair value movements are recognised in profit or loss.

*Financial assets at fair value through other comprehensive income*

Financial assets at fair value through other comprehensive income include equity investments which the Consolidated Group intends to hold for the foreseeable future and has irrevocably elected to classify them as such upon initial recognition.

*Impairment of financial assets*

The Consolidated Group recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the Consolidated Group's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

For financial assets mandatorily measured at fair value through other comprehensive income, the loss allowance is recognised in other comprehensive income with a corresponding expense through profit or loss. In all other cases, the loss allowance reduces the asset's carrying value with a corresponding expense through profit or loss.

**Kalano Community Association Incorporated and its related entity**  
**Notes to the financial statements**  
**30 June 2021**

**Note 1. Significant accounting policies (continued)**

**Property, plant and equipment**

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, as there is no active market that can provide evidence of the fair value of property due to the location of the Consolidated Group and of its assets. Cost includes expenditure that is directly attributable to the acquisition or construction of the item. In the event that settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition.

Depreciation is recognised so as to write off the cost of assets (other than freehold land) less their residual values over their useful lives, using the straight-line and diminishing value method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit and loss.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit and loss.

The following useful lives are used in the calculation of depreciation for the majority of assets for both the 2021 and 2020 years (with some exceptions for specialist equipment which requires accelerated depreciation due to its nature):

Buildings freehold	5 - 40 years	Straight line and diminishing value
Plant and equipment	1.5 - 20 years	Straight line and diminishing value
Motor Vehicles	1.5 - 8 years	Straight line and diminishing value

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the Consolidated Group. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

**Right-of-use assets**

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Consolidated Group expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The Consolidated Group has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

**Impairment of non-financial assets**

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

**Kalano Community Association Incorporated and its related entity  
Notes to the financial statements  
30 June 2021**

**Nota 1. Significant accounting policies (continued)**

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

**Trade and other payables**

These amounts represent liabilities for goods and services provided to the Consolidated Group prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

**Lease liabilities**

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Consolidated Group's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of-use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

**Provisions**

Provisions are recognised when the Consolidated Group has a present (legal or constructive) obligation as a result of a past event, it is probable the Consolidated Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

**Employee benefits**

*Short-term employee benefits*


Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.


*Other long-term employee benefits*

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at 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 expected 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 currency that match, as closely as possible, the estimated future cash outflows.




Kalano Community Association Inc.  
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