

KALANO COMMUNITY ASSOCIATION INC.

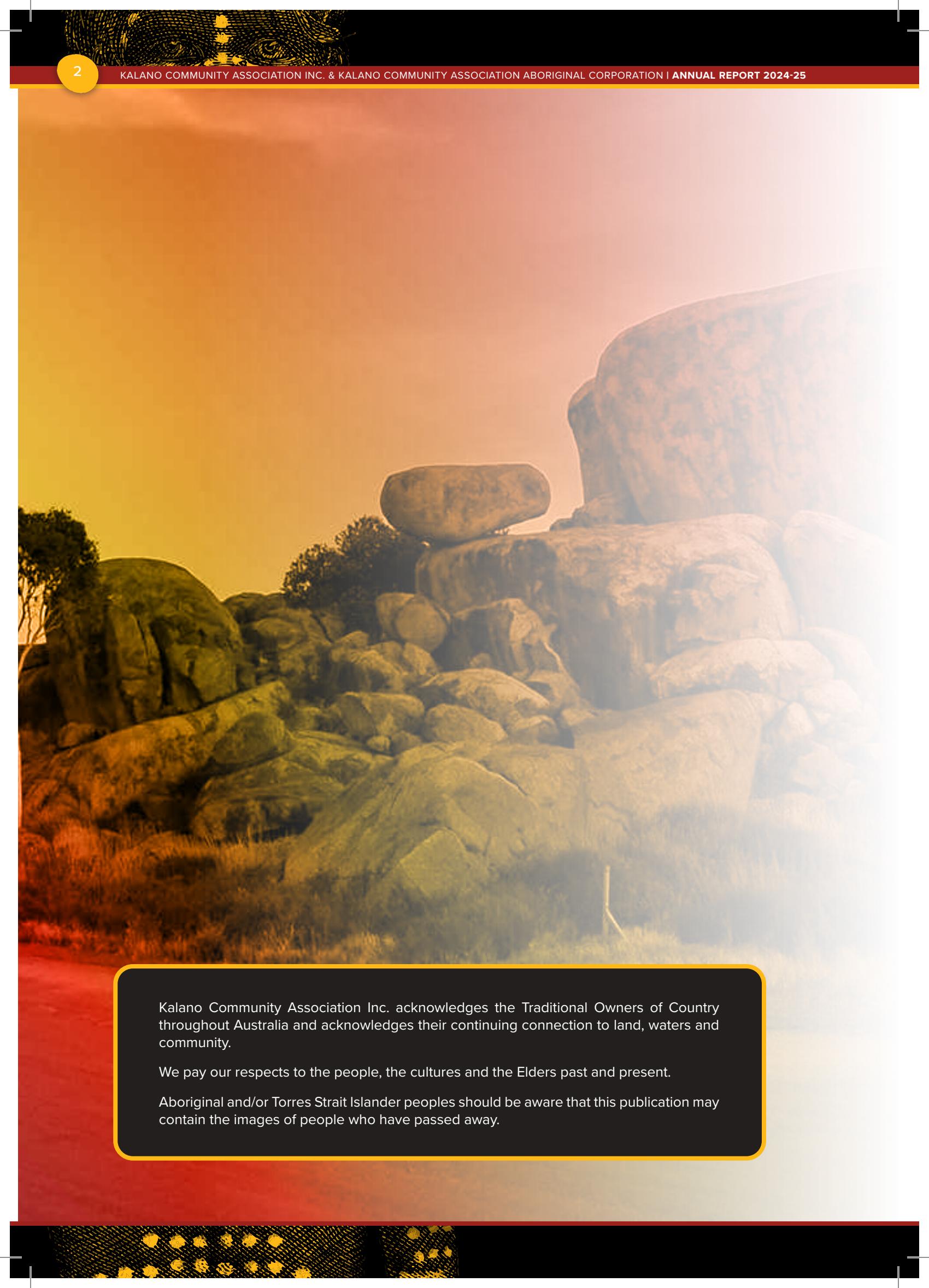
Celebrating Our 50th Year

ANNUAL REPORT

2024-2025



A 100% owned and operated
Aboriginal Organisation &
Corporation.



Kalano Community Association Inc. acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, waters and community.

We pay our respects to the people, the cultures and the Elders past and present.

Aboriginal and/or Torres Strait Islander peoples should be aware that this publication may contain the images of people who have passed away.

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INTRODUCTION

Organisation Overview

Kalano Community Association Inc. (KCAI) is an Aboriginal-owned and controlled organisation that delivers social services, economic development opportunities, and housing to its members in Katherine and the surrounding communities.

Established on April 9th, 1975, Kalano was initially formed to provide affordable and appropriate housing for local Aboriginal community members. In the early 1980s, the Association expanded its services to include the establishment of Wurli Wurlinjang, an Aboriginal Medical Service, followed by the development of an alcohol rehabilitation program initially based in Rockhole community. This program later transitioned to the Venndale Rehabilitation Facility, which was established in the early 2000s.

These developments were driven by community-identified needs for culturally safe medical and rehabilitation services, as existing mainstream programs were not meeting the needs or comfort levels of many individuals.

Over the past fifty (50) years, Kalano Community Association Inc. has continued to grow and adapt in response to the evolving social, health, and economic needs of its members and communities. Its current programs reflect these needs alongside shifting government funding structures.

On July 1st, 2018, Kalano Community Association Aboriginal Corporation (KCAAC) 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 Inc. 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



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 wellbeing.

VISION STATEMENT

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



PROGRAMS DELIVERED BY KALANO



KALANO COMMUNITY ASSOCIATION

- Sobering-up Shelter (SUS)
- Venndale Rehabilitation Centre
- Community Patrol
- Corporate Services
- Housing, Municipal & Essential Services (HMES)
- Big Rivers Child & Family Centre (CFC)
- Katherine Community Transport
- Mechanics Workshop
- Community Development Program (CDP)
- National Disability Insurance Scheme (NDIS)
- Commonwealth Home Support Program (CHSP)
- Kalano Flexible Aged Care Facility
- Kalano Youth Outreach & Transport Service (KYOTS)
- Child & Family Intensive Support Program (CAFIS)
- Sports & Recreation
- Kinship Carer Program
- Connected Beginnings
- Youth Diversion
- Child and family community fund



KALANO COMMUNITY ASSOCIATION ABORIGINAL CORPORATION

- Sobering-up Shelter (SUS)
- Venndale Rehabilitation Centre
- Community Patrol



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.

An Annual General Meeting is held to report on the Association's activities and achievements to its members.

KALANO COMMUNITY ASSOCIATION INCORPORATED

President: Glenn Nuggin
Vice President: Lazarus Manbulloo
Treasurer: Samuel Marchant
Public Officer: Alan Mole
Council Member: Ann Marie McDonald
Council Member: Angelo Costales
Council Member: Lisa Mumbin

Council Member: Kamish Rogers
Council Member: Fabian Farrell
Council Member: Selina Baker-Joe
Council Member: Somara Ryan
Council Member: Terrence Frederick
Council Member: Rosemary Birch

KALANO COMMUNITY ASSOCIATION ABORIGINAL CORPORATION

Chairman: Samuel Marchant
Vice Chairman: Lazarus Manbulloo
Treasurer: Angelo Costales

Public Officer: Alan Mole
Board Member: Ann Marie McDonald
Board Member: Glenn Nuggin

Represented Communities:

ROCKHOLE COMMUNITY:

Councillor: Kamish Rogers
Councillor: Fabian Farrell

Councillor: Somara Ryan
Councillor: Selina Baker-Joe

MIALI BRUMBY COMMUNITY:

Vice President: Lazarus Manbulloo
Councillor: Ann Marie McDonald

Councillor: Angelo Costales
Councillor: Lisa Mumbin

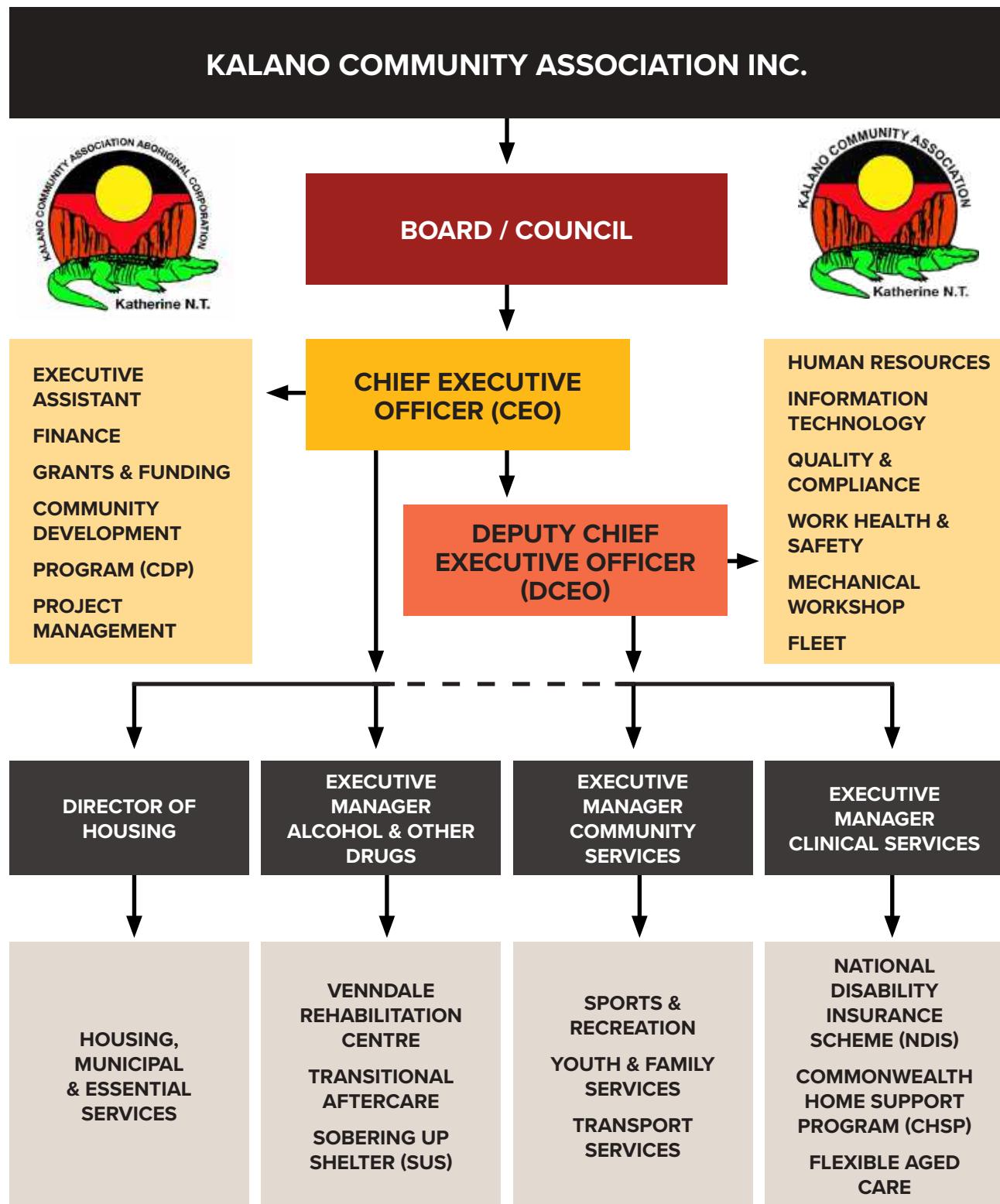
KATHERINE TOWN:

President: Glenn Nuggin
Treasurer: Samuel Marchant

Councillor: Rosemary Birch
Councillor: Terrence Frederick

GEYULKGAN NGURRO TOWN CAMP: NIL

KALANO ORGANISATIONAL CHART



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

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

Cultural awareness, knowledge and respect

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

celebrations and other local and regional community and cultural events

- 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 of 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
- 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

PRESIDENT'S REPORT

Glenn Nuggin

To our members,

It is my pleasure to present the President's Report for the 2024–2025 year. I'd like to start by acknowledging the traditional owners of the land we meet on, and I pay my respects to Elders past, present, and emerging. I'd also extend this respect to all Aboriginal and Torres Strait Islander people here today.

2025 marked an honourable milestone for Kalano, as we celebrated 50 years of service, pride and progress. Reaching half a century was not only a time to reflect on our history, but also a moment to recognise the strength and achievements of our members, Council, staff, and community. It has been an honour to be part of this journey.

In celebrating our 50th year, we also acknowledged the vision of our founders and the many Elders, leaders, and community members who helped guide Kalano across the decades. Their legacy is the foundation we continue to build upon today.

The past year has brought both challenges and successes. Our Council has worked hard to make strong decisions that ensure Kalano continues to grow, adapt, and deliver services that meet the needs of our people. I want to sincerely thank all Council members for their dedication, leadership, and commitment. Your guidance has been critical in shaping the future of our association.

Being a Kalano Council member is both a responsibility and a privilege. Each of our councillors play an important role in making sure Kalano stays strong, accountable, and responsive to community needs. The Council ensures that Kalano remains a community-controlled organisation- led by our people, for our people.

I strongly encourage all members to consider nominating for Council in future, as your voice and



leadership help continue Kalano's journey into the next 50 years.

None of Kalano's achievements would be possible without the commitment of our hard-working staff who give their time, effort and energy every day. Kalano is fortunate to have a such a dedicated team who go above and beyond to support our programs, services and our community.

I extend my heartfelt thank you to all employees on behalf of Kalano's Council and Members.

I would also like to give special thanks to Kalano's CEO, DCEO, and executive team for their tireless support, leadership, and hard work. Their dedication and passion for our community ensure that Kalano continues to thrive, overcome challenges, and deliver meaningful programs and services to our members. Their guidance makes a real difference every day, and we deeply appreciate all they do to support both the Council and our community.

Lastly, I'd like to thank all our members for your ongoing support, involvement, and trust in Kalano. Being a Kalano member means having a voice, helping shape the services and programs that impact our community and being part of the decisions that guide our future.

As we mark this important chapter in our history, I am not only proud of how far Kalano has come but I am confident that together we will continue to grow stronger, building opportunities and supporting the next generations of our community.

Thank you,

Glenn Nuggin

President

Kalano Community Association

CEO REPORT

Alan Mole

Members of the Kalano Community Association,
It is my privilege to present the CEO's Report
covering the reporting years from 2024 to 2025.
Over this past year, we have demonstrated
resilience, strengthened partnerships, and
continued our mission of empowering our
membered communities.

I would like to thank the Kalano Council for their leadership, our staff for their commitment, and our partners and community members for walking with us on this journey.

I also would like to thank and recognise our Executive Management team and Program Managers, without their dedication and untiring hard work, we would not be able to continue to meet the high standard of service delivery that we have over the past 12 months.

Housing & Municipal Services:

- Delivered consistent HMES support with improved asset maintenance and waste management systems.
- Strengthened compliance with Homelands Program Guidelines following ISO 9001 audit recommendations.

Alcohol and Other Drugs (AOD) Services:

- Delivery of AOD outreach and residential programs at Venndale.
- Launched culturally responsive harm minimisation campaigns & re-entry pathways for clients transitioning out of rehabilitation.
- Established stronger family engagement strategies and collaborated with local agencies to support vulnerable families.

Employment & Training:

- Delivered SEE and CDP programs with strong outcomes in literacy, numeracy, and job readiness.
- Partnered with local employers for work placements and transitioned several clients into permanent roles.

Organisational Development:

Governance and Strategic Direction -

- In the process of updating the Kalano 2025–2027 Strategic Plan with a focus on sustainability, cultural leadership, and community impact.
- Improved Board engagement and orientation processes for new members.



Workforce Development -

- Increased local Aboriginal employment to 62% of our workforce.
- Introduced a Leadership Development Program and staff cultural safety training.
- Addressed staff performance and accountability through new HR processes and clearer position accountability.

Quality and Compliance -

- Achieved ISO 9001 re-certification in 2024/25.
- Strengthened internal audit and reporting processes, with improved documentation, traceability, and continuous improvement systems.

Community Engagement & Advocacy:

- Hosted the 2025 NAIDOC Fun Day, celebrating culture, strength, and legacy.
- Advocated with government partners for sustained investment in Homelands, community-led AOD treatment, and Aboriginal-controlled early childhood services.
- Continued to prioritise local voices through community consultations and working groups.

Financial Overview:

- Maintained a balanced budget across core programs.
- Diversified funding streams through successful grant applications.
- Invested in IT systems and facility upgrades.
- Kalano remains in a stable financial position, with strong internal controls and sustainable growth strategies.

Challenges:

- Staff recruitment and retention.
- Rising costs of service delivery in homelands.
- Navigating changes in local and federal government programs and reporting requirements.
- Reduction in funding in crucial services.

Key Achievements:

- Successful application and approval to deliver the new Remote Australia Employment Service (RAES) in Region 31 contract until 2028.
- Winner of the NT Local Business Awards – for Outstanding Indigenous Organisation 2025.
- Completion for the Rockhole community housing & infrastructure programs \$6.5 million.
- Over 100 clients supported through Venndale services.
- Expanded NDIS participant base by 30%.
- Upgraded IT & communications infrastructure.

Strategic Priorities for 2025–2026:

- Finalise and implement new Workforce Development Plan.
- Develop partnerships with local & national health providers.
- Build staff housing to support recruitment and retention.
- Prepare for reaccreditation and funding compliance audits.

Acknowledgements:

I sincerely thank all of the Council members for their leadership, Kalano staff for their tireless dedication, our funding partners including the NT and Australian Governments, Community Elders and families for their trust & wisdom.

Kalano Community Association continues to be a strong, trusted, and culturally grounded organisation. We look forward to another year of serving our community with integrity, compassion, and accountability.

Together, we remain committed to the strength, resilience, and self-determination.

Sincerely,

Your Sincerely,

Alan Mole
Chief Executive Officer

Kalano Community Association Inc. & Kalano Community Association Aboriginal Corporation



DEPUTY CEO REPORT

Suzi Berto

First and foremost, I would like to begin my report by paying my respects and acknowledgement to the people of this land on which I live, breathe and work on. I also acknowledge our people who have passed on throughout this past year and pay respect for their contribution to this organisation and convey my sincere condolences to their immediate and extended families and friends.

As the Deputy CEO of this organisation it is with much pleasure that I present my report for the 2024 - 25 financial year outlining the significant performances of the program areas directly under my leadership which are: Human Resources, IT, Training & Development, Quality & Compliance, WHS, Corporate Services, Child and Family Services, CaFis, Kinship, Connected Beginnings, Youth Diversion, Sport & Recreation, Transport & Community Patrol, KYOTS, Kalano Flexible Age Care, CHSP, NDIS.

I am privileged to work with 2 Executive Managers and 2 very experienced Managers to lead these programs and would like to take this opportunity to pay them the acknowledgment they deserve for keeping the functions of these programs operating in line with our funding requirements and our organisations Vision and Mission Commitments.

Celebrating 50 Years of Service Provision

It is with great honor that I commend and congratulate our organisation for reaching an extraordinary milestone, 50 years of unwavering growth of services, challenges, successes, changes and dedication to our community members. This golden anniversary is not just a reflection of time passed, but a testament to the determination, compassion, and commitment that have mapped our journey.

Kalano has stood alongside our people in our communities, responding to needs, uplifting lives, and fostering a spirit of partnership and community control. We have had many challenges and many successes and many strong voices that have shaped the legacy that we celebrate today.

To our dedicated staffing teams, Council members both past and present your tireless efforts and heartfelt contributions have been the backbone of our organisation. To our community members, thank you for your trust, support, and belief in our organisation over the years.

Together we need to ensure our organisation is around long enough for our children to take it to the next chapter of service, innovation, and shared purposes and may the next 50 years be just as deadly, inspiring, and transformative as the last 50 years.



Organisational Structure

This year marked the implementation of the revised organisational structure at the Management level. While the rollout has begun, progress has been slower than anticipated due to a range of contributing factors.

These include staff departures, ongoing recruitment efforts to fill positions, challenges associated with change management, funding availability, extensive reviews and much decision making and negotiations.

Despite these hurdles, Kalano remains committed to building momentum and ensuring the structure supports long-term strategic goals and staff sustainability.

Challenges

My third year at Kalano is proving to be more challenging as there is so much work that has to be done in the compliance, WHS and audit fields, the strong message must be that CQI is everyone's business.

The biggest challenges can sometimes be the non-compliance & non adherence to understanding why there has to be changing environments occurring.

Our staff are dealing with environs where there is a lot of demand being placed in all of our program areas and whilst the demand grows our funding does not increase to cater for majority of the demand.

Recruiting new staff remains an ongoing priority for our team. We continue to invest time and effort into identifying

candidates who align with our values and operational needs. While we strive to recruit to the best of our abilities, we acknowledge the difficulty in securing individuals who are not only qualified but also committed to long term engagement.

“Our children are our future, we can’t just talk the talk, we need to walk the talk and start to consider their future.”

At Kalano, we’re proud to be funded to deliver a wide range of services that support our members across the surrounding communities. But what our community needs most right now is dedicated funding to create a safe and welcoming space for our children who are wandering the streets at night, some of them are disconnected from education and community, they need a secure welcoming place that can provide guidance and culturally appropriate support and care for them to consider their futures.

“Our Elders are our strength and story tellers of times past, our legacies started with them.”

At our Kalano Flexible Aged Care Facility, our Elders carry the stories of survival, strength, and spirit. They are the keepers of our culture, our language, and our history. I would like to take this opportunity to invite families and community members to visit our elders often and

encourage story telling about their life journey, dreamtime stories, and historical experiences. Come in and have a cup of tea and say a quick hello and ask them how they’re doing, just a few simple words to make them happy and brighten their day.

I would like to acknowledge the contributions of our Council members, staff members, funding bodies and community members and other stakeholders who have worked in close partnership with Kalano this past year.

Our clients and members are the reasons why our organisation exists, we must continue to give our communities a strong voice in how we deliver our services and advocate for future prospects whilst always being mindful to respect our people’s cultural heritage.

Sincerely,

Susan Berto

Deputy chief Executive Officer

Kalano Community Association Inc. & Kalano Community Association Aboriginal Corporation.



EXECUTIVE MANAGER OF COMMUNITY SERVICES

Kate Corney

I commenced in the role of Executive Manager – Community Services in January 2025, transitioning from my previous position as Manager of Youth & Family Services.

Under this new banner, my focus is on ensuring that every community member—starting from pregnancy and continuing right through to end of life has the opportunity to live safely, feel supported, and thrive.

Our work is grounded in listening to the voices of our community, improving access to services, and supporting people to reconnect with the right pathways, whether that is returning to school, engaging in employment, strengthening family connections, or rebuilding cultural identity and belonging.

This vision extends across all ten programs under the Community Services banner, from our Youth & Family Services teams who are supporting children and young people away from the justice system, to our Transport programs that safely return young people home at night and help thousands of community members reach vital appointments and events, and our Sports & Recreation program which creates safe, prosocial spaces that build wellbeing, connection and community pride.

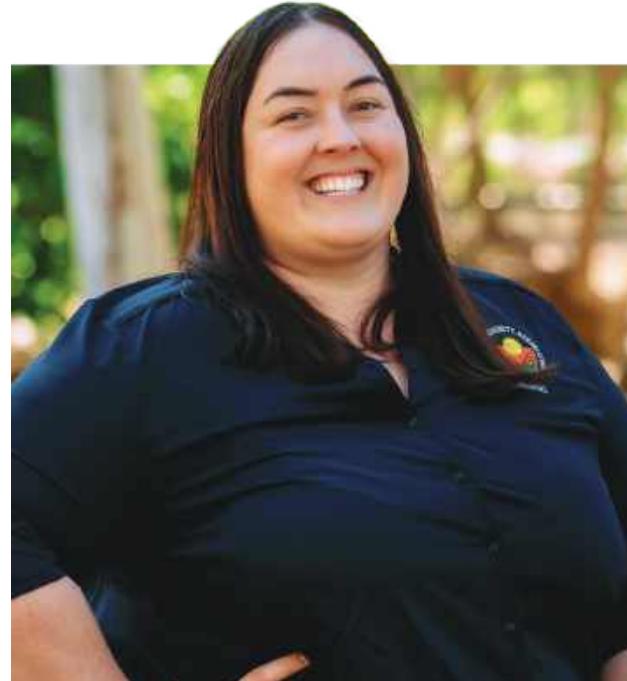
Above all, we want every person who walks through our doors to feel safe, supported, and a genuine sense of ownership of and belonging within our programs.

The Community Services Division encompasses ten programs:

- Child and Family Centre
- Child and Family Community Fund
- Youth Diversion
- Child and Family Intensive Support (CaFIS)
- Aboriginal Carers Service (Kinship)
- Connected Beginnings,
- Community Night Patrol
- Katherine Youth Outreach Transport Service (KYOTS)
- Remote Passenger Transport (Community Bus)
- Sports & Recreation.

Across these programs, we have seen many significant achievements throughout the reporting period.

Recruitment stability has been a standout success, with many existing staff continuing in their roles and a number of new team members joining us who bring both lived experience and formal qualifications.



Many of these new staff are local community members, strengthening the cultural connection and responsiveness of our services. This has been particularly important given the ongoing challenges of workforce recruitment and retention in a regional context.

We were fortunate to secure several major funding agreements during this reporting period, including KYOTS and Remote Passenger Transport being funded for a further twelve months, Youth Diversion receiving a three-year funding agreement expanding services into Kalkarindji and Timber Creek with the support of the Northern Territory Government, and Connected Beginnings being awarded a further three years of funding from the Australian Government Department of Education.

These funding successes provide stability and have allowed us to plan with confidence. Alongside this, we have focused heavily on professional development, ensuring our staff are supported and equipped to deliver the highest quality services. The Youth & Family Services team participated in three days of Trauma Informed Care and Practice: An Indigenous Approach to Developing Worker Skills training delivered by We Al-li, which significantly deepened cultural understanding and shaped how we respond to families and children. The Transport team has commenced their Certificate III in Community Safety Services, providing them with formal qualifications to build on their existing skills and strengthen our community safety approach.

With my transition to the Executive Manager role, we have seen growth within our leadership team as well. Karisa Morrison has stepped into the Youth & Family Services Manager position from her former Team Leader role, while Reuben Granzien has continued as Transport Services Manager and Marcus Rosas has remained as the Sports & Recreation Manager. This strong leadership group has ensured that our

programs continue to operate effectively and remain aligned with our shared vision.

Across all our programs, our greatest success remains the sense of community they foster. We have worked hard to build trust, collaboration, and genuine relationships with the people we support. Community members are actively contributing to our service design, trusting us with their stories and allowing us to walk alongside them to create meaningful, lasting change.

Our programs have delivered real outcomes this year: KYOTS and Night Patrol continue to get youth & adults home safely at night reducing harm, led by local staff who know their families, cultural contexts and support networks; Sports & Recreation has created safe and prosocial opportunities for participation, from school holiday excursions to men's and women's groups that provide spaces to build connection, share concerns and discuss community-led solutions; and the Youth & Family Services team has supported families to strengthen their relationships while also helping young people disengage from the justice system, with some now successfully employed—including within Kalano Community Association itself—and others who once had 5% school attendance now thriving and receiving awards at boarding school. Transport has strengthened its collaboration with police to ensure people who might otherwise require punitive intervention are instead supported to safety.

These outcomes are only possible because of the trust and openness our community has given us, allowing us into their lives, their homes, and their cultures.

While this has been a year of growth and achievement, challenges remain. Financial pressures such as rising costs of living, increasing wages without corresponding funding increases, and growing demand for our services continue to place strain on our teams.

We have worked to address these pressures through ongoing advocacy for increased funding, sourcing additional small grants to support our work, and sharing resources and training opportunities across programs to maximize impact. As we look to the year

ahead, we are focused on continuing to strengthen our programs, exploring opportunities for growth across all service areas, securing funding for a purpose-built Youth & Family Services Hub, and seeking support to extend Community Night Patrol to operate during the day. We also want to continue embedding strong community governance and leadership within all our programs to ensure they remain guided by the voices of our people.

We are deeply grateful to our funders, including the Northern Territory Government, Department of Social Services, National Indigenous Australians Agency, and the Australian Government Department of Education, whose ongoing investment allows us to continue our work. We also acknowledge the critical partnerships we share with local agencies including NT Police, the Department of Education in Katherine, the Department of Health, 54 Reasons, Headspace, Wurli, the Justice Reinvestment Team, the Jawoyn Association, and TeamHEALTH to mention a few. These collaborations remain central to our success and to the outcomes we achieve alongside our community.

None of what we do would be possible without the hard work, dedication, and heart of our staff, who show up every day to create safe, supportive, and culturally grounded environments where a sense of family is felt by both staff and participants.

Finally, I want to thank Kalano Community Association for trusting me with this opportunity, my incredible team who have supported me to grow into this role, and most of all, the children, young people and families who have welcomed me into their lives, trusted me with their vulnerabilities, and shared their culture, connection, and strength. It is their trust, courage, and hope for the future that inspires and drives everything we do.

Sincerely,

Kate Corney

Executive Manager of Community Services

Kalano Community Association Inc.

& Kalano Community Aboriginal Corporation



EXECUTIVE MANAGER OF CLINICAL SERVICES

Leanne Chapman

I am pleased to present the Annual Report as Executive Manager of Clinical Services for Aged Care, NDIS, and CHSP (Commonwealth Home Support Program). This year has been one of significant change and growth across all programs, with major reforms underway in the Aged Care and Home Support Act, as well as the NDIS system.

Kalano Flexible Care has now been part of the Kalano Community Association for two years as of 29 September 2025. The program is funded through NATSIFAC for 18 residential beds, with an additional 2 unfunded beds allocated for respite services for Aboriginal and Torres Strait Islander people.

Demand for places continues to exceed availability, and the facility has remained at full occupancy for most of the year, reflecting the ongoing community need in the Big Rivers region.

Kalano NDIS continues to grow, providing Support Coordination, Community Access, and Supported Independent Living (SIL) services across Katherine and Darwin. We now operate 2 SIL houses in Darwin and 3 in Katherine, with the third Katherine house successfully established this year and currently home to 2 residents. These homes support clients to live their best lives as independently as possible.

The Kalano CHSP program operates from the Kalano Flexible Care facility, where our support workers are integrated with aged care staff. All meals are prepared on-site by the kitchen team and delivered Monday to Friday, with additional meals provided on Fridays to cover the weekend. CHSP services are available to Aboriginal and Torres Strait Islander people aged 50+ and non-Indigenous people aged 65+, offering meals, transport, personal care (including shopping and unaccompanied shopping), and domestic assistance.

Key Achievements:

Kalano Flexible Aged Care

- Successfully secured a \$9.3 million grant to refurbish the facility. LEAD Consulting has been engaged as project manager, with the first major refurbishment being a new, future-proofed laundry incorporating Heat Pump technology.
- Navigated delays in the implementation of Aged Care and CHSP reforms, with the transition pushed back from 1 July 2025 to 1 November 2025. While transition funding ceased in July, planning and budgeting adjustments are underway to maintain safe, culturally appropriate, and timely care.



- Trialling a non-RN Facility Manager model for 6 months to assess operational sustainability, with the candidate completing the "Rural and Remote Manager" training in September 2025.
- Implemented new cultural and social well-being initiatives, including firewood collection for morning fires, regular BBQs, and the completion of a new gathering area that enhances family connection and community visibility.
- Continued weekly physiotherapist visits, medication governance oversight from an on-site pharmacist, and expanded kitchen staffing to ensure food safety, portion control, and culturally responsive meal services.
- Delivered culturally responsive care, recognising the importance of men's and women's business, sorry business, smoking ceremonies, and risk assessments undertaken in partnership with residents, families, and decision-makers.
- Actively participated in the NATSIFAC Expansion Pilot Program to improve the inclusivity and equity of the Resident Experience Survey.

Kalano NDIS

- Undertook a staffing restructure to establish care coordinators, community access teams, and team leaders for each SIL house.
- Transitioned to a designated administration building in town, increasing provider visibility and improving workflows.
- Strengthened financial sustainability by reducing bad debts through improved processes and reporting.
- Staff actively engaged in sector development by attending the National NDIS Summit in Melbourne in September 2025.

Kalano CHSP

- Integrated support workers with aged care teams, strengthening workforce capacity and continuity of care.
- Continued delivery of meals, transport, personal care, and domestic support, with seasonal and culturally appropriate meal planning guided by resident feedback.
- Delivered culturally responsive care, recognising the importance of men's and women's business, sorry business and risk assessments undertaken in partnership with clients.

Workforce and Cultural Contributions:

Through the Indigenous Employment Incentive grant, we have continued to employ Aboriginal and Torres Strait Islander staff across CHSP, kitchen, personal care, gardening, cleaning, and maintenance. Their cultural knowledge and community connection ensure care is delivered in a way that is respectful, inclusive, and responsive.

Cultural advisors and community staff continue to support sorry business, smoking ceremonies, and day-to-day advocacy for residents. Social and emotional well-being are prioritised, with culturally sensitive approaches to risk-taking behaviours and decision-making.

I am proud to acknowledge the outstanding contributions of the teams across all three programs. Their dedication, care, and advocacy for residents and clients exemplify the values and vision of Kalano Community Association.

This year has been marked by growth, learning, and change in both roles and responsibilities. Despite challenges, our collective commitment to person-centred, culturally safe care continues to make a meaningful difference to the lives of our residents and clients.

I thank every member of the team for their hard work, passion, and resilience. Without them, none of these achievements would be possible.

Sincerely,

Leanne Chapman

Executive Manager of Clinical Services
Kalano Community Association Inc.

DIRECTOR OF HOUSING

Wayne Connop

I begin today by acknowledging the First Nations people of the lands on which we gather, and I pay my respects to their Elders, past and present. I also extend that respect to all Aboriginal and Torres Strait Islander peoples living within our regions.

As a proud and local Indigenous Jawoyn/Dogaman man, born and raised in Katherine and a member of KCAI, I am honoured to provide the following report.

As Director of Housing, I would like to begin by thanking our HMES Manager Emil Nasarenko, HMES Supervisor Michael Cohen, and the fantastic HMES staff for the great teamwork I have witnessed daily. Their dedication and discipline throughout the year have been outstanding.

All HMES staff are currently enrolled in Certificate II in Building and Construction, while our Housing Manager completed a Diploma of Business Management during the year. Congratulations to Emil on successfully obtaining his Diploma.

The Housing team's efforts and dedication in managing housing and essential services are highly disciplined, particularly in delivering repair and maintenance programs, often under extreme conditions and pressure.

Housing Matters

Over the past 12 months, HMES has addressed the following housing issues:

1. Tenancy Status
2. Tenancy Management
- 2.1. Rental collection, debts, and arrears
- 2.2. Tenant engagement and support
3. Repairs and Maintenance
- 3.1. Routine maintenance
- 3.2. Compliance and safety
4. Policies, Budgets & Updates
5. WHS and Risk Management

Mitigation strategies have been applied across all areas.

Kalano Housing, Municipal & Essential Services staff continue to do a magnificent job maintaining Community Housing and Grounds Beautification Program.

The HMES team, with local contractors, serviced the main sewage pumps in Rockhole and Geyulkgan, cleaned compounds, and cut back overhanging



trees.

The HMES team has also been involved in repairs and maintenance across all our communities, also keeping busy conducting rubbish removal and yard cleaning services for tenants and other businesses.

We have organised and completed upgrades to several houses in Miali Brumby and obtained quotes for future house replacements in Coolabah Circuit and Prior Court. A new house has also been built in Coolabah.

Once again this year, we conducted a "Special Clean-Up Day" and implemented a yard cleaning project in the townhouses, Rockhole Community, and Miali Brumby. This was done in collaboration with tenants, assisting them to tidy their yards, clean perimeters, and remove rubbish.

The HMES team also participated in the remote vet program with AMRRIC, assisting with desexing, worming, and other pet care across all communities. HMES continues its strong relationship with AMRRIC, who conducted the community pet desexing camps last year. We look forward to collaborating with them in 2025 and 2026. The 2025 program was another great success, and we sincerely thank the community for their cooperation with the remote vet team.

We again engaged CPM Pest Control to deliver termite and pesticide treatments throughout Kalano, including treatments in administration buildings.

HMES also engaged with local company Territory Trees to commence tree lopping and trimming, with works continuing over the next year alongside Cav's Tree Cutting Service. Most trees across residences have now been trimmed or removed through these services.

It has been a very productive year for HMES. Over the last 12 months, we have completed many projects, including installing new irrigation at the Recreation Oval and commencing fencing replacements and upgrades at Rockhole.

The HMES team, with contractors, also installed solar lighting at playgrounds in Rockhole, Miali Brumby, and Geyulkgan. This has allowed children and young people to play safely in the cooler evenings, while also improving community security.

Work is currently underway to restore the Rockhole irrigation system, as the existing infrastructure is outdated. This will help green the community recreation area.

Looking ahead, HMES is planning future projects including:

- Applying for grants to install solar streetlights.
- Installing new sheds at Geyulkgan for visitors.
- Conducting an assessment of Geyulkgan to present a new proposal to Council for short-term and emergency accommodation.
- Installing new laundry and toilet facilities at Rockhole and Miali Brumby meeting areas where CEM meetings are held.

The HMES team has worked extremely hard to keep up with the demands of the Housing Repairs and Maintenance Program while staying within budget. HMES have spent well over \$300,000 on conducting maintenance and repairs in the Communities and over \$246,000 on renovations for our Town houses. We have also been funded for one year only by the NTG Homelands Office, following a change of government.

The HMES teams are proud to be receiving fantastic feedback from both the public and government representatives. Many stakeholders have commented on the strong appearance and condition of Kalano and the surrounding homeland communities, noting they are among the best maintained in the Territory.

This is a credit to the dedication and hard work of the HMES teams, and I would also like to thank community members for supporting us in keeping their communities tidy and clean.

The HMES team attended all community engagement meetings across our communities, supporting events by cooking BBQs and providing food, including at the AGM and some Council meetings.

We are proud to contribute to community growth and employment opportunities and look forward to the challenges of 2025 and 2026. I also thank the Kalano Senior Executive, Program Managers, and teams for their ongoing commitment to improving services.

HMES has continued to review housing needs through surveys, updated waiting lists, and housing

reference meetings. As Director of Housing I have been working towards National Accreditation to ensure Kalano is prepared when public housing is transitioned back to community control. Key areas include tenancy services, housing assets, governance, financial viability, and policy development.

Throughout the year HMES have discussed a range of various housing issues, such as:

- Developing a Strategic Community Housing Plan, with priority placed on strategies to address ongoing issues of overcrowding and living standards.
- Establishing a support program for members seeking home ownership or entering the local rental market.
- Exploring short-term accommodation options in Katherine for local Aboriginal visitors.
- Reviewing National Regulatory System for Community Housing (NRSCH) accreditation requirements.
- Implementing repairs and maintenance programs to maintain housing standards, including air conditioning, expanded living areas, and fencing.
- Re-establishing Kalano's building and maintenance company to deliver all housing and facility works.
- Reviewing community demand for safe housing facilities in areas without current services and engaging government on funding opportunities.
- Maintaining Asset Management Plans for key infrastructure, aligned with financial planning and future needs.
- Ensuring KCA buildings, facilities, and public amenities are continuously maintained to standard.
- Investigating cost-effective solar power options for communities.
- Working closely with all levels of government on regional planning and development.

WHS management across HMES have focused on Asset management, Policies and procedures, Incident and Risk management, Contract management, chemical management and Human resources.

I wish to congratulate Kalano Community on its services right across the board and congratulate our dedicated staff in all areas of Kalano- as you are all each very important and make a big impact on Indigenous Affairs within the Big Rivers Region in particular, Rockhole, Geyulkgan, Miali Brumby and Town Houses including NDIS and our famous Flexible Aged Care Team.

Regards,

Wayne Connop

Director of Housing, Municipal & Essential Services
Kalano Community Association Inc.

HOUSING, MUNICIPAL AND ESSENTIAL SERVICES

Emil Nasarenko

The Housing and Essential Services team is responsible for a wide range of community maintenance tasks. These include garbage collection, rubbish removal from streets and footpaths, mowing and maintaining parks, ovals and footpaths, unblocking toilets, sinks and drains, and coordinating contractors for plumbing, electrical and general housing repairs. This year we also dealt with a number of door and door handle replacements caused by malicious damage.

I am especially pleased with the ongoing presentation of Miali Brumby, and I would like to acknowledge the great work of Marlee Bryce and her team in keeping Rockhole looking the best it has in years. The irrigation system at Rockhole is now operational again, and maintenance works are underway at Kalano Oval.

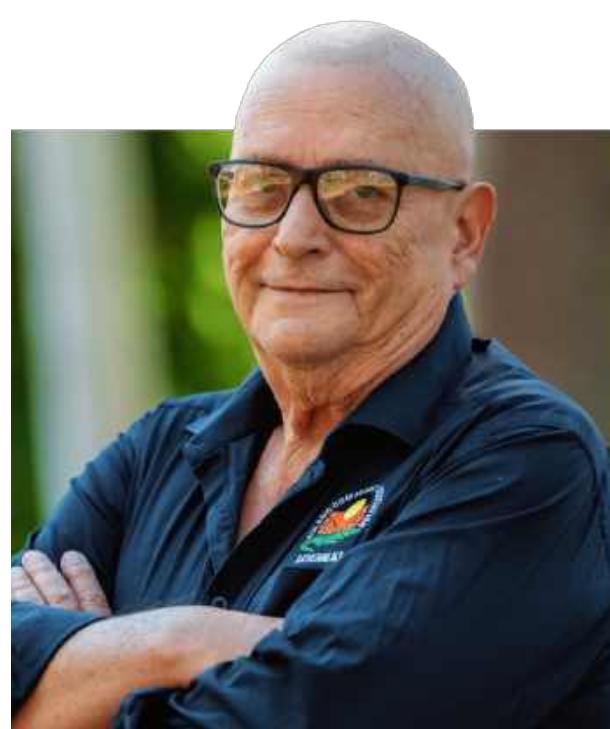
This year we also purchased a new Tilt Tray to replace the old unit, which was no longer economically viable to repair. The Rockhole fencing program is nearing completion, and Marlee and her crew have been busy planting native trees on the oval.

Key Activities and Outcomes:

- Regular garbage collection and street cleaning continued on schedule, helping maintain a healthier and tidier community environment.
- Parks, ovals, and public areas were regularly maintained to ensure safe & accessible spaces for community.
- Responsive repairs and maintenance were provided for plumbing and electrical issues, with contractors engaged where specialist skills were required.
- A number of housing repairs were carried out this year, including the replacement of several doors and door handles due to incidents of malicious damage.
- Preventative maintenance programs were strengthened to reduce recurring issues and improve housing standards over the long term.

Challenges:

- Increasing demand on services due to population growth and higher community expectations.
- Financial impact of repeated malicious damage requiring additional maintenance & replacement of fittings.
- Ongoing coordination with external contractors to ensure timely and effective responses for specialist repairs



In the coming year, HMES aims to:

- Strengthen preventative maintenance strategies to reduce repeat issues.
- Continue improving waste management and community cleanliness programs.
- Engage with residents to promote respect for community housing and facilities.
- Explore efficiency measures and contractor partnerships to keep service delivery effective and sustainable.

Finally, I want to thank the following staff, Mick Cohen, Kenny Maxwell, Malakai Cohen, Emil Nasarenko Jnr and Rasheed Kennedy for their dedication and hard work.

Sincerely,

Emil Nasarenko

Housing, Municipal & Essential Services Manager
Kalano Community Association Inc.



SPECIAL PROJECTS

Nashe Kasiyan

The Special Projects Department operates as a different tier of program delivery to that of the Housing Municipal & Essential Services within Kalano. This is achieved via the tendering, acquisition & project management of construction projects within the Katherine region & beyond. This department is slowly merging into its own separate entity run as the Kalano Building Company due to its growth & reach within the community.

As Project Manager I oversee the development of project plans, manage budgets, timelines & perform detailed risk analysis to steer KBC. The responsibility of recruiting, mentoring & supporting a soon to be growing department falls as part of the biggest part of the role.

From its inception, this department was created to support & strengthen the housing department's goals under the Strategic Plan which is to effectively deliver on housing & community infrastructure programs, promote a strong, competitive economy by investing in skills development & job creation.

The goal for the short to medium term is to secure works within the Katherine region as well as within the Kalano owned assets programs, set up a fabrication facility & deliver on the infrastructure works

Key Achievements:

- Kalano's \$6.5m Rockhole Community Refurbishment contributing to the NTG Homelands Housing Infrastructure Program winning the Chief Minister's Awards 2024 for Advancing Aboriginal Community Development.
- Securing \$2.8m worth of work to deliver HHIP project works on behalf of the Jawoyn Corporation to 5 communities (Barnjarn, Jedetluk, Banatjarn, Djarrung & Werenbun).
- Securing a spot on Department of Lands & Infrastructure's 36-Month Panel Contract to Design, Construction & Install Modular Homes Within the Big Rivers Region. (Works valued from \$1.5m – \$20m within this timeframe).

During the 2024/2025 year, we continued to deliver key projects and services that support Kalano's growth and development. This included:

- Assisting with the acquisition of \$9.3m to refurbish Kalano's Aged Care Facility situated in Miali Brumby.
- Assisted in the construction of Venndale Rehabilitation Centre's Women Recreation Room along with a Kitchen extension/upgrade.



Special Projects strengthened and expanded its partnerships to support project delivery and long-term workforce development. This included:

- Established new partnerships with a range of government agencies, including NTG Big Rivers Business & Workforce and the Department of Lands & Infrastructure.
- Fostered stronger working relationships with local contractors, tradespeople, and suppliers, ensuring projects are supported by local expertise and contribute to the local economy.
- Collaborating on projects with other Indigenous organisations in the design space.
- Created partnerships with the NT's largest Steel manufacturing/distribution centre to aid in our fabrication facility development

Via the Rockhole Community refurbishment project, we employed 65 men & women all from the Northern Territory, thus when looking at compounding reach: in a typical household there's an average of 4 people per family. It would mean we provided a livelihood for 260 people.

When looking at the administrative support that surrounds these trades & suppliers, we can safely estimate having created opportunities for up to 400 people just with this \$6.5m project. Of the 65 trades, we achieved a 30% Indigenous employment activation in employment also. That would mean of the 400 people, 120 of those who benefitted from the works were First Nations people.

Reports from HMES & Internal Accounting Department showed a spike in Rental Payments following the completion of the renovation project, further cementing the positive outcome achieved.

Through the refurbishment of 22 homes, including the creation of additional bedrooms, the Special Projects Program directly supported the Northern Territory Government's strategic outcome of improving the Nine Healthy Living Principles. These refurbishments positively impacted the living conditions of over 150 residents.

The improvements achieved through this project addressed:

- 1. Washing people, especially children** – Ensuring reliable access to clean water and soap for personal hygiene.
- 2. Washing clothes and bedding** – Providing facilities to maintain clean clothing and bedding, reducing the spread of illness.
- 3. Removing wastewater safely** – Improving wastewater disposal systems to prevent contamination and health risks.
- 4. Improving nutrition** – Enhancing food storage, preparation, and cooking facilities to support healthier diets.
- 5. Reducing the impact of crowding** – Creating additional bedrooms to reduce overcrowding and associated health risks.
- 6. Reducing the impact of animals, insects, and vermin** – Strengthening housing structures to control pests and prevent disease.
- 7. Reducing the impact of dust** – Implementing measures to manage dust levels, protecting residents from respiratory conditions.
- 8. Improved temperature control** – Ensuring homes are better equipped for safe and comfortable living temperatures.
- 9. Reducing hazards that cause trauma** – Identifying and removing potential dangers within homes to improve overall safety.

This project not only delivered improved housing but also enhanced health, safety, and wellbeing outcomes for residents, contributing to long-term community resilience.

Challenges or Barriers:

Employee retention was a massive factor within our First Nations community & perhaps at the time, there was no clear plan on continued work to enable the Special Projects department to plan. Bureaucratic barriers within the organisation stifled a more responsive approach to align ourselves with the future we have now found ourselves in. This creates the feeling of starting again from scratch after having built up so much momentum, an issue we hope doesn't get repeated. We were able to plan successfully to combat the weather disruption & any project related delays.

This is a work in progress as some of the issues that affected us last year are still plaguing us this year. The State & Federal elections also played a major role in slowing down momentum not only for KBC but for the wider business community in the Territory.

The Special Projects Program has delivered wide-reaching benefits for both individuals and the broader community, including creation of employment for First Nations people and the strengthening of relationships & collaboration with local contractor who would have otherwise never engaged with the organisation prior to the inception of this division.

Future Areas of Focus and Improvement:

- Employee Acquisition and Retention
- Organisational Framework Restructuring
- Clear Goal Communication

Regards,

Nashe Kasiyan

Special Projects Manager

Kalano Community Association Inc.



GRANTS AND FUNDING

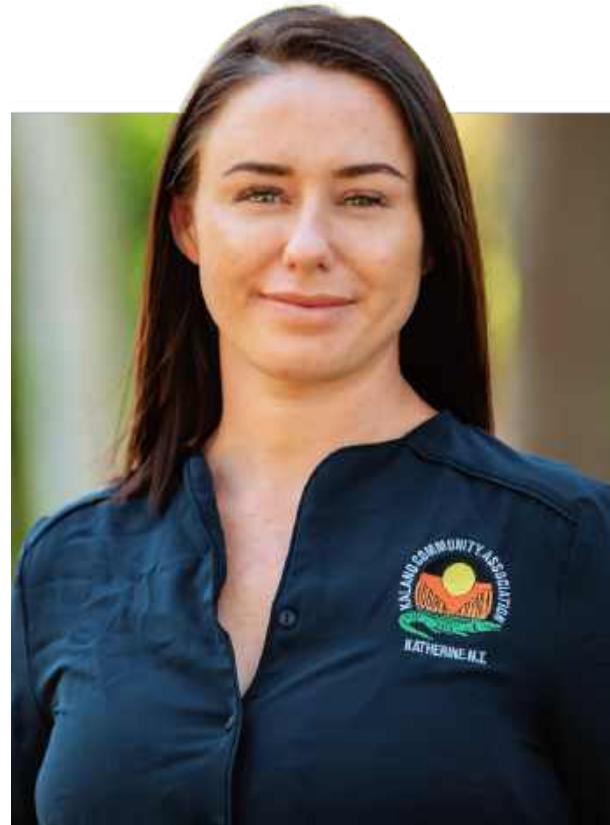
Melissa Langley

As Grants & Funding Manager, I am proud to present the outcomes and highlights from 2024/25. This year reflected both significant achievements in securing critical funding for Kalano's growth and challenges in navigating changing government priorities.

Major Capital Investment: Successfully secured \$9.3 million from the Department of Health and Aged Care for the refurbishment of the Kalano Flexible Aged Care facility, ensuring improved care and services for Elders.

Operational Continuity: Negotiated a new agreement under the National Aboriginal and Torres Strait Islander Flexible Aged Care (NATSIFAC) program, extending Kalano's authority to operate the facility until 2027.

- **Cultural & Community Celebrations:** Hosted Kalano's 50th year anniversary celebrations, supported through the NIAA Local Investment Funding Grant Opportunity.
- Secured funding from NIAA to deliver Kalano's annual NAIDOC Family Fun Day, which continues to be a major event on the Katherine community calendar.
- We also successfully tendered for new funding agreements for a further one year for the Remote Passenger Transport Program (Community Bus) and a new one year agreement of the Youth Diversion Program.
- **Challenges and Barriers:**
- **The Department of Corrections ceased funding for 10 Venndale rehabilitation beds as of 31 December 2024.**
- **A further 12 bed agreement ended on 30 June 2025, due to shifting priorities within the AOD and Corrections sector. This funding loss significantly impacted service capacity and required Kalano to re-strategise resource allocation within AOD programs.**
- **Community Impact:** These funding achievements will directly enhance the wellbeing, housing security, and cultural identity of Kalano's communities.
- The aged care refurbishment will deliver a modern, safe environment for Elders, while housing upgrades will improve day-to-day living standards for families.
- Community events funded through NIAA fostered connection, pride, and cultural strength, marking a milestone 50 years of Kalano's service to Katherine and surrounding communities.



Looking Ahead:

Progress the aged care refurbishment into delivery phase, ensuring minimal disruption to residents.

Explore alternative funding and partnerships to restore or expand AOD bed capacity following Corrections withdrawal.

Continue to leverage cultural events, such as NAIDOC, to strengthen community engagement and visibility.

Continue to seek funding for priority focus areas across all Kalano programs, aligning with the organisation's strategic plan.

Overall we would like to thank the following for your continued support: Territory Families, Housing and Communities, Department of Logistics and Infrastructure, Department of Attorney-General and Justice, National Indigenous Australians Agency, Commonwealth Department of Social Services, Commonwealth Department of Health and Aged Care, Commonwealth Department of Education, Skills and Employment, Northern Territory Public Health Network, Foundation for Rural & Regional Renewal & Aboriginal Investment NT.

Sincerely,

Melissa Langley
Grants & Funding Manager
Kalano Community Association Inc.

SPORTS AND RECREATION

Marcus Rosas

The Sports and Recreation (S&R) Program at Kalano Community Association has continued to build on its foundation year, strengthening health, wellbeing, and community connection through sport, recreation, and cultural engagement. Our program aims to provide meaningful opportunities for participation, skill development, and social inclusion—particularly for youth, young adults, and Elders within our communities.

In October 2024, the program welcomed Risha McDonald as Sport and Recreation Officer, marking an important step in the ongoing development and growth of the service.

Community Engagement and Events

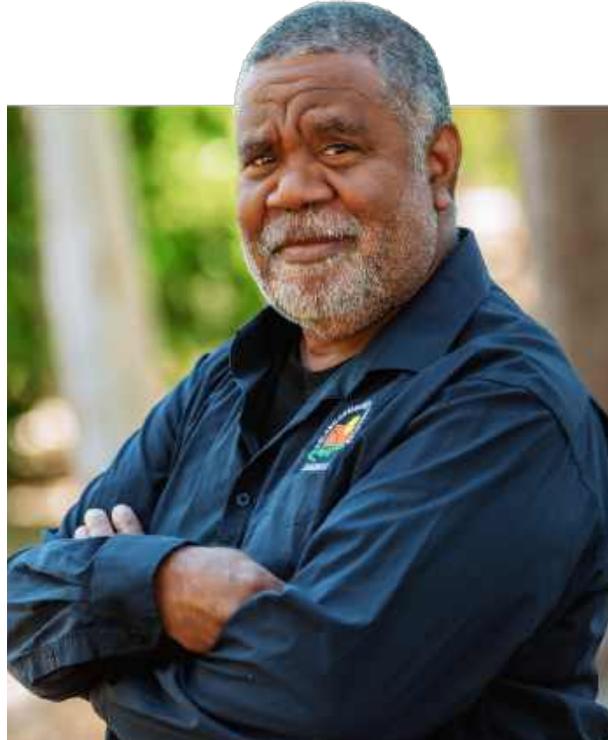
Over the past year, the S&R team has played a key role in planning and delivering a range of community events and engagement activities that foster inclusion, social connection, and cultural pride.

The team contributed significantly to the NAIDOC Family Fun Day, helping coordinate and run a successful event attended by over 450 community members. The Women's Group and Men's Group have become important spaces for connection and support, with fortnightly sessions enabling community members to come together, share experiences, and discuss local issues. Stakeholders from across Katherine regularly attended, creating opportunities for collaboration and service promotion while strengthening connections with other Kalano programs such as Aged Care, Essential Services, Fleet, and HMES.

S&R also worked closely with Elderly Program (NDIS) participants, hosting fortnightly sessions that included games, drawing, exercise, singing, and church groups. Outback Active was launched as a tailored exercise program to support Elders in maintaining their physical health in a safe and inclusive setting.

The program built strong partnerships across the region, including with the STARS Foundation, who regularly supported after-school sessions and catered for Kalano Council meetings, and with Venndale residents, who visited fortnightly to play basketball. The S&R team also provided regular games, outings, and social activities for Aged Care residents, including trips to Katherine Gorge, Beswick, and Mataranka.

S&R also proudly fielded a team in the International Men's Day Golf Challenge, with Kalano team members competing at both tournaments during the year.



Youth Engagement

Youth engagement remained a central focus of the S&R program, with a strong emphasis on providing safe, structured, and engaging opportunities for young people.

The After-School Program operated Monday to Thursday at both Mialli Brumby and Rockhole, averaging 12 and 38 children per day respectively. Activities included basketball, AFL, dodgeball, cricket, arts and crafts, circus skills, wellbeing sessions, and cooking.

S&R continued to collaborate with local organisations to strengthen youth participation. The YMCA team attended fortnightly, bringing young women to participate in after-school sessions and Women's Group, and often providing catering. Dream Impact delivered a series of DJ workshops and boxing clinics, while Corrugated Iron Circus continued to run sessions at both sites, nurturing the talents of many young First Nations participants.

S&R also coordinated transport for two busloads of children from Rockhole and Mialli Brumby to participate in the Big Rivers Junior AFL Competition, supported school holiday program attendance at the YMCA, Katherine Cinema, and Katherine Education Centre, and hosted the Arrernte Boxing Clinics, which promoted discipline, self-control, and personal growth. In addition, the team delivered an eight-week Big Rivers Auskick AFL program at Kalano.

Sport Teams and Competitions

Sports and Recreation supported the Kalano Women's Softball Team with playing equipment for the annual Barunga Festival and made the Kalano oval available to host Big Rivers AFL games during July–August while the Katherine Showgrounds were being used for major events.

Capacity Building

Professional development has remained a key focus, ensuring the S&R team can deliver safe and high-quality programs. This year, the S&R Manager completed a Diploma of Leadership and Management, De-escalation Training, and a Fire Extinguisher course. The S&R Officer completed First Aid, De-escalation training, and the Developmental Screening Tool – Strong Kids, Strong Futures.

Attendance and Reach

S&R programs and events reached a broad cross-section of the community over the past 12 months.

Participation figures are outlined below:

Program/Event	Male	Female	Boys	Girls
After-School Program – Kalano	4	–	299	370
After-School Program – Rockhole	2	4	322	406
Elders Program (NDIS)	56	92	–	–
STARS Foundation	–	6	–	13
YMCA	–	3	–	16
Venndale	60	10	–	–
Arrernte Boxing	3	–	8	2
Dream Impact	2	1	7	13
Aged Care	16	36	–	–
Corrugated Iron Circus	2	6	15	31
Big Rivers Junior AFL	23	32	60	29
Auskick AFL	3	2	118	114
Women's Group	1	86	–	–
Men's Group	51	–	–	–
NAIDOC Family Fun Day	350	approx.		
Kalano 50th Celebration	450	approx.		



Figure 1: Cooking classes- After-School Program



Figure 2: School Holiday Program at the YMCA



Figure 3: Wet & Wild at Rockhole community



Figure 4: School Holiday program



Figure 5: NAIDOC Events



Figure 6: Aged Care- Morning Tea



Looking Ahead

In the coming year, the Sports and Recreation program will continue building on this momentum, focusing on:

- Introducing computer classes to support students' learning using donated laptops
- Providing evening and weekend activities based on community demand
- Seeking long-term government funding to ensure sustainability
- Strengthening partnerships with local stakeholders to deliver sustainable programs
- Working to re-establish the Mota/Mundal Cup in 2026

Through these initiatives, the S&R team will continue to support participation, connection, and pride across

Sincerely,

Marcus Rosas
Sports and Recreation Manager
Kalano Community Association Inc.



Figure 7: Working in with Hoops for Health



Figure 8 NAIDOC Photo



Figure 9: WOMEN's CHAT Group



Figure 10: ELDERS CHAT GROUP w NDIS

KALANO FLEXIBLE AGED CARE SERVICE

Anuj Chhetri

As the Kalano Flexible Aged Care & CHSP Facility Manager, I am both excited and pleased to present this year's Annual Report. It highlights our achievements, reflects our ongoing dedication to culturally appropriate care, and showcases the hard work and commitment of our team in supporting our Elders and community.

Kalano Flexible aged care is designed to provide culturally safe and flexible care for elderly people. We make sure elders can stay connected to their communities, culture, and families while receiving the care they need. We aim to empower seniors to make choices about their care, fostering a sense of control and autonomy.

Kalano Flexible Aged Care highly focus on providing culturally safe care, connection to the family and country, building and sustaining a local workforce. As a service provider under NATSIFAC, we recognise the profound responsibility and privilege of caring for our Elders.

The program's flexibility allows us to respond to local priorities, uphold cultural values, and work in close partnership with the communities we serve.

This year, we made important progress by improving the way we work, upgrading our facilities, and enhancing how we deliver our services.

These changes have helped us provide better care and meet new quality standards and regulations. We faced challenges like rising quality requirements, growing community expectations, and a limited workforce.

Despite these, the dedication of our team members and the ongoing support from our executive team have helped us keep moving forward. Through it all, we have stayed focused on our goal of providing care that is person-centred and culturally safe.

Our Care Coordinator has played a pivotal role in delivering comprehensive clinical care, ensuring a seamless integration of services that prioritize the well-being of our residents. Supported by our dedicated Clinical Care Team, we have successfully implemented individualized care plans, conducted regular health assessments, and facilitated effective communication regarding treatment options, care goals, and advanced care planning.

We are proud to report a smooth and successful transition from low and medium care to high and palliative care, ensuring residents receive the appropriate level of support as their needs evolve.

The implementation of the Electronic Medication System (Medsig) has significantly reduced medication



errors. Medication information is sourced directly from the pharmacy, pre-checked for accuracy, and synchronized with relevant devices—enhancing safety and efficiency in medication administration.

Our in-house Physiotherapist and Pharmacist allow us to deliver timely and specialized care, ensuring residents' therapeutic and pharmaceutical needs are consistently met.

We continue to foster strong partnerships with local organizations, supporting volunteer programs, work experience opportunities, and aged care student placements. These collaborations not only enhance our service capacity but also contribute to the development of future aged care professionals.

In partnership with Lead Consultants, we have made significant progress in our Aged Care Refurbishment Project, improving both the functionality and comfort of our environment.

Furthermore, we are proud to support the professional development of our staff. Through a joint effort with Response Services Employment and Training Pty Ltd, we are currently delivering Certificate IV in Community Services to our team members—empowering them with the skills and knowledge needed for quality care provision. The Menu and Mealtimes Quality Assessment for Residential Aged Care, developed by Dietitians Australia, has been implemented to support our ongoing commitment to high-quality nutrition care. This expert-led assessment provides a comprehensive review of our menu offerings, nutritional care practices, and mealtimes experience, ensuring they align with the Aged Care Quality Standards.

A recent highlight is the establishment of a new gathering area in front of the ambulance ramp. This vibrant space has quickly become a favourite among

residents, who enjoy greeting staff and families, and participating in community activities. We now host our Saturday Church gatherings, Wednesday BBQs, and morning tea and exercise sessions in this area, enhancing social connection and engagement. Furniture in the dining room and lounge room have been updated.

Together, these initiatives reflect our ongoing commitment to delivering high-quality, person-centred care in a welcoming and dynamic environment.

Kalano Flexible Age Care is currently accommodating 17-20 residents with mixture of permanent, respite and NDIS. We are trying to move NDIS residents to NDIS SIL programs so that we can utilise their beds for other waiting list clients. Our admission process includes referrals with assessments done from hospitals, health centres, and community. Care plan, advance care plan, and end of life care plan is discussed with residents, families, and co-developed, reflecting daily living preferences. Cultural, spiritual, and lifestyle needs documented and respected in service delivery.

Compared to previous year, we have done more respite admission and referrals, successfully transition back to country. This year we have enhanced our engagement more with social and emotional support groups. Last year we focused on personal care and service delivery while this year we have collaborated with stakeholders to enhance well-being. Outing and social activities has raised compared to last year.

Long distances, isolation from major centres make it harder for us to access to specialist services, supply chains, and emergency support. Demand for residential care is increasing we have waiting list requesting for respite residential care, but delays in getting assessment, limited funds and grants, has always pushed us back.

During the reporting period, our facility has observed several concerning financial abuses against residents' where money has been withdrawn from residents' accounts without their informed consent or understanding. At Kalano Flexible Care, workforce availability remains a significant barrier to

delivering consistent, culturally safe care. Despite our commitment to supporting local Aboriginal and Indigenous communities, finding skilled local manpower continues to be a challenge.

To address this, we have invested in training and upskilling community members to build capacity where needed. Attracting and retaining qualified staff in Katherine is particularly difficult. Many healthcare facilities in the region struggle to fill positions despite offering competitive salaries, which reflects the broader challenges of recruiting in rural and remote areas. In this context, Rural Lap has played a crucial role in meeting our workforce needs. We rely on their support to hire short-term nurses and care staff to cover shifts during staff leave periods, ensuring continuity of care for our clients.

As we move forward, our aged care facility remains committed to providing high-quality, culturally sensitive care to our residents. The coming year presents both opportunities and challenges, and we are committed to providing a safe, efficient, and future-ready environment for our residents and staff. As part of our refurbishment program, we are working with Lead Consultants to undertake significant infrastructure upgrades.

Strengthening ties with local health services, community organizations, and government agencies will allow us to better meet the needs of older people in Katherine and the surrounding region. We will be working on creating more Memorandum of Understanding (MoU) with new stakeholder to ensure that all parties are working collaboratively and effectively to support the wellbeing and quality of life of our residents.

We are preparing for the implementation of the new Aged Care Act and strengthened Aged Care Quality Standards, set to come into effect in 1st November 2025. These reforms represent a significant shift toward a rights-based and person-centred approach to care. Our focus in the coming year will be on aligning our policies, procedures, and workforce training with the new requirements to ensure compliance and, more importantly, to enhance the quality and safety of care for all residents. We are committed to staying proactive and transparent throughout this transition.





Commonwealth Home Support Program

Commonwealth Home Support Program (CHSP) provides entry-level support for elderly people who need assistance to remain at home, helping them to maintain their independence. At Kalano Aged Care Service, we are proud to support our elders in living independently, with dignity and confidence in their own homes.

Our clients are registered under My Aged Care and assessed by the Regional Assessment Service (RAS). We get referral from hospital, health services, GP and community for providing CHSP services. The CHSP team has clients based on over 19, with an average of 14 meals, and up to 22 on Fridays whereas among them we have 2 clients only for domestic assistance and transports. The services we provide include a little help with daily tasks like preparing meals, through to nursing care.

- Our services are grouped into four types of care:
- Meals on wheels- This helps with one meal delivered to their address every morning which includes a hot lunch along with snack pack and water bottle. In last year we provided an average of 16 meals per day.
- Individual social support- This program lies under social support and community engagement that help clients with their daily basic activities like retaining them to have medicine or asking them how they are doing, reading any mail or letter to them if they want. This used to be personal care under community and home support before new change occurred. In last year we provided
- Transport-Services that support their access to the community, for example if they need to go to hospital or to their family to visit, then staff can drop and pick them up. There are two different mediums of transport Direct transport which we generally do where we have a service of picking and delivery client from their home or other. Another one is Indirect transport which is mainly based on vouchers and coupons which we don't practice.
- Domestic Assistance- This helps 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. This program refers to general house cleaning, helping them with laundry and shopping assistance. In this program, also includes Unaccompanied Shopping (delivered to home) where we do shop according to our clients list and deliver them after it is done.

The objectives of the CHSP program are to form part of the Commonwealth-funded aged care system.

Some of the outcomes of CHSP:

- During service delivery, staff always ask about the wellbeing of our clients and whether they are happy with our service or if there is anything they would like to see improved. To date, we have received positive responses and have happy clients.
- Recently, we had a client referred for Meals on Wheels and domestic assistance. Our staff were providing him meals but were unable to assist with domestic tasks because he was very confused and unable to clearly express his needs. We held a case conference at his home with his case manager, our staff, and staff from Anglicare. CHSP staff conducted a welfare check to assess his health and wellbeing. Staff noticed that he was unable to move, and when he did, he was in pain. He requested to go to the hospital, so an ambulance was called, and he was taken to hospital. As per his request, he will remain under observation at the hospital until a bed becomes available in aged care.

The CHSP team uses the PCS app system to document the services we provide to our clients. This is done every time we deliver a service, and we complete handovers for the next staff member working the following day.

The new Support at Home program will replace the Home Care Packages (HCP) Program and the Short-Term Restorative Care (STRC) Program from 1 November 2025. CHSP itself will transition later, no earlier than 1 July 2027, so older people can continue using CHSP while the new system is established. From 1 November 2025, CHSP providers will be subject to the same regulatory approach as other aged care programs under the new Aged Care Act, including standardised service lists and clearer provider obligations.

As we reflect on the past year, we are reminded that our progress and impact are only possible because of the dedication, compassion, and hard work of our staff, volunteers, partners, and supporters. I would like to extend my sincere thanks to each and every one of you for your ongoing efforts to support our elderly community. Your unwavering commitment continues to make a meaningful difference in the lives of those we serve. Together, we look forward to building an even stronger, more inclusive future.

Sincerely,

Anuj Chhetri
Aged Care Manager
Kalano Community Association Inc.



NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

Bradley Ouwerkerk

As the Support Services Manager of Kalano, I am pleased to present our Annual Report for the 2024/25 financial year. This year has been one of consolidation, innovation, and resilience as we continued strengthening our NDIS services across Katherine and Darwin.

We remain focused on delivering high-quality, person-centred supports so participants can exercise real choice, control, and opportunity in every aspect of their lives.

I want to thank our participants, families, staff, volunteers, and stakeholders for their dedication and ongoing collaboration. Together, we are building a more inclusive, accessible, and empowering community for people with disabilities.

Key Achievements & Highlights

- Opened a new Supported Independent Living (SIL) house in Katherine, providing additional accommodation and support options for participants.
- Relocated the NDIS team into a dedicated office space on the main street, creating a more accessible and professional environment for participants, families, and stakeholders.
- Successfully completed the NDIS registration audit, demonstrating compliance with quality and safeguarding standards.
- Invested in staff development, with training delivered in areas such as behaviour support, infection control, and cultural awareness.
- Strengthened community partnerships, working with local health providers and Aboriginal organisations to improve service coordination and cultural responsiveness.

Statistics & Operational Data

Participants supported

- Support Coordination: 40 participants
- Community Access: 28 participants
- Supported Independent Living: 9 participants

Service delivery improvements

- Streamlined communication with participants and families, ensuring people felt more supported and informed when navigating the NDIS process.
- Enhanced participant planning and review processes, with stronger focus on person-centered goals and meaningful outcomes.



- Improved coordination between teams, leading to smoother service delivery and reduced duplication of effort.
- Strengthened focus on cultural responsiveness, ensuring supports were inclusive and respectful of participants' backgrounds.
- Greater flexibility in service delivery, with staff tailoring support to better fit participants' individual routines and preferences.

There are 45 staff employed across Kalano's NDIS programs

Challenges & Barriers

- Staff recruitment and retention – Recruiting and retaining qualified staff remains a challenge, particularly in remote areas like Katherine. Competition across the disability and aged care sectors adds pressure to workforce stability.
- Complex participant needs – More participants presenting with complex behaviours and health requirements have highlighted the need for specialised training and stronger multidisciplinary collaboration.
- NDIS funding limitations – Some participants continue to receive plans that do not adequately fund their level of need. This creates difficulties in providing consistent support and requires advocacy to ensure participants receive fair and sustainable packages.

Despite these challenges, the program has adapted by introducing targeted staff development, exploring new recruitment pathways, and advocating strongly for participants with the NDIA.

Community Impact

- Greater independence for participants – Many participants achieved personal goals such as developing daily living skills, increasing confidence, and taking steps towards more independent living arrangements.

- Stronger community connections – Through Community Access programs, participants engaged in local activities, cultural events, and social groups, reducing isolation and building a sense of belonging.
- Positive family feedback – Families reported greater peace of mind and confidence knowing their loved ones were supported in safe, stable, and caring environments.
- Culturally responsive supports – Programs were delivered in ways that recognised and respected Aboriginal culture, strengthening trust and engagement with families and the wider community.
- Collaboration benefits – By working closely with local health providers, schools, and cultural organisations, the program opened up new opportunities for participants to engage and thrive.

Looking Ahead (2025/26)

- Maximise SIL capacity – Focus on filling vacancies within current SIL houses while also exploring the possibility of opening an additional house to meet future demand.
- Continue staff development – Invest in training with a focus on trauma-informed care, behaviour support, and leadership pathways to strengthen workforce capacity.
- Strengthen community partnerships – Deepen collaboration with Aboriginal organisations, health providers, and local services to improve culturally responsive and holistic care.
- Advocacy and sector engagement – Continue to advocate for participants around funding adequacy and service access, while actively contributing to sector-wide conversations on improving NDIS outcomes.

The 2024/25 year has reinforced our commitment to being a leader in delivering person-centered, flexible, and inclusive services. While challenges remain, the steps we are taking will continue to strengthen outcomes for participants, families, and the wider community.

Sincerely,

Bradley Ouwerkerk
Aged Care Manager

Kalano Community Association Inc



COMMUNITY DEVELOPMENT PROGRAM

David Pitt

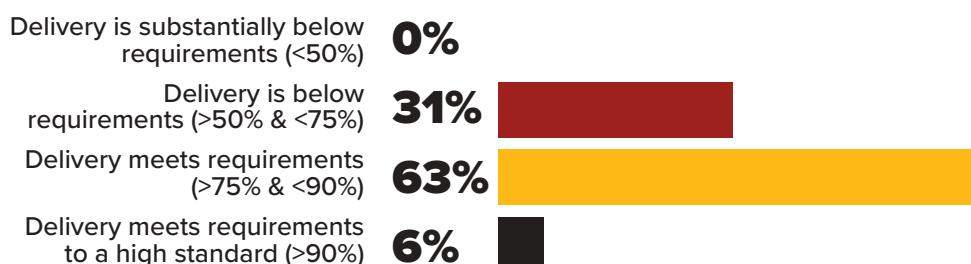
The 2024–25 financial year marked the last full year of delivering the Community Development Program (CDP) in Australia, as services will transition to the new Remote Australia Employment Services (RAES) model on 1 November 2025.

Kalano Community Association is proud to announce that we were successful in our tender bid to deliver RAES for Region 31 through until 30 June 2028. Having shared the CDP caseload with RISE Ventures under the current agreement, we are now preparing to solely manage the Region 31 contract, supporting a caseload of 1,200+ jobseekers — one of the largest under RAES nationwide. Planning, structure, and preparation for this important growth for the Association is now well underway.

Performance remained a key highlight. During Provider Performance Review (PPR) 17 (January–October 2024), Kalano achieved an overall score of 87.47%, well above the national average of 78.30%. The results showed:



PPR17 results by performance rating category



Job Placement

JOB PLACEMENTS FROM JAN 2024 - OCTOBER 2024											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	TOTAL TO DATE
KALANO	9	13	8	4	8	4	4	6	13	2	71
RISE	11	12	8	7	9	6	8	8	3	3	75

FROM SUB073 - Anchored placement tracking

Regional Employment Targets

EMPLOYMENT RET UPDATE OCTOBER 2024		
SUMMARY:	Totals	% Achieved
Rise and Kalano have already achieved the following 26wk outcomes since 01/01/2024	44	75.86%
REQUIRED REGIONAL EMPLOYMENT TARGET: (RET)	58	
As per the rating scale below from the Provider Performance Guidelines 100% of the RET = Meets Requirements to a high standard	44	75%
As per the rating scale below from the Provider Performance Guidelines 100% of the RET = Meets Requirements to a high standard	50	100%

We had until the 30th May 2024 to place people into work that can then impact our employment RET figures.

Performance under PPR 18 was also tracking strongly towards success before the Department determined the period would instead be monitored for compliance during the transition to RAES.

The CDP program has been an important bridge between job seekers and employment opportunities. Despite challenges such as barriers to work in remote settings, many participants achieved meaningful outcomes, including training completions, job placements, and increased participation in community led initiatives and projects. Our admin team was led by Ovini Lansakara, they have performed to a high standard all year which is backed up by the PPR 17 result.

Thank you to our current Support Officers of Krista, Jack, Deb, Kara and Mika and Bina on the front desk – as a supportive group to our jobseekers, I feel confident in our ability to deliver RAES services in the whole region.

We have concentrated more on supporting jobseekers in employment this year also – Alexandra

Fry became the Employer Relationship Coordinator to bridge a gap and build connections with local employers, as well as Katlyn Craig taking on the role of Post Placement Officer and providing the critical support over the first 6 months of employment – we have seen a great rise in outcomes in Post Placement over the past financial year. In the Community Projects Department at the main pathways office, Marlee has worked hard as the sole Community Projects officer to facilitate programs all throughout the year, we're proud to see how many young people are engaging through this pathway, a big shoutout to Mathias, Orlando and Mudi who transitioned into work with Kalano under Community Projects after showing great initiative and drive to enter the workforce.

Peter and Glenn have also been assisting operations and mentoring when needed - We have had a focus on giving opportunities to youth and there has been a lot of satisfaction in employment outcomes achieved from Community Projects this year.

Current Caseload as of June 30th, 2025, for Kalano and Rise:





SWAG PROGRAM

The SWAG program continued to be our most successful program in the financial year in terms of engagement, we ran 9 courses between July 24' and June 2025 for both men and women. We began to really see the benefit of engagement through jobseekers and started seeing plenty of job placements which is a good measure of the benefit of this community projects. Having watched participants develop into supervisors – the key focus over the next year will be developing the project into a micro enterprise and consistent income generating activity. We have already sold 20+ swags to local Organisations as we test the market for feedback and are exciting about the potential of this project in the future.

We have built many good relationships this year with employers, local businesses and stakeholders – we're grateful for all the support and opportunities that our created along the way. From local businesses to National companies, we will continue to foster relationships to get the best outcomes for jobseekers. To all our trainers, especially Josh and Dan as well as important training facilities like CDU, All Global training and Bachelor college. Thank you to Julie for providing our support system and to RISE Ventures for fostering a strong partnership. Finally, thank you to the NIAA for the continued support as we move into a new era for remote employment services.

Sincerely,

David Pitt
CDP Manager

Kalano Community Association Inc



TRANSPORT SERVICES

Reuben Granzien

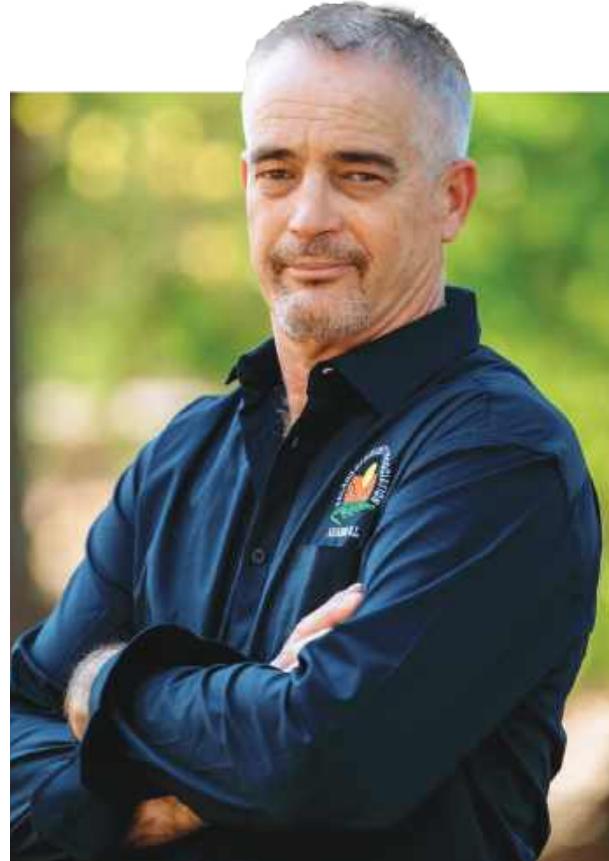
This report covers the 3 programs known as Transport Services, including Community Patrol, Katherine Youth Outreach and Transport Service, and Kalano Community Bus.

Community Patrol is a community safety and wellbeing program designed to

- assist vulnerable people at risk of causing or becoming victims of harm by transporting them to a safe place where their immediate needs can be addressed;
- refer vulnerable people to other services for ongoing assistance such as transport services, Women's Safe Houses, community health centres or clinics, police, mobile child protection teams, Sobering Up Shelters, alcohol and other drug services and any other services in the community;
- ensure children are at home or in another safe location with a parent or carer by 9pm at night and reminding carers of their responsibilities to ensure children get adequate sleep and are assisted to get to school each day;
- divert intoxicated people away from contact with the criminal justice system, prior to any crime being committed;
- assist in the recording and reporting of incidents and assistance provided;
- provide advice, information and/or assistance that may reduce risk to individuals;
- work in partnership with the local police through a Memorandum of Understanding (MOU), Community Safety Plan or other local agreement arrangements;
- communicate and engage with other services; providing advice, information and/or assistance that may reduce risk to individuals;
- promote and raise awareness of the community night patrol project in the communities; and support patrollers to participate in training as appropriate to their job roles.

Katherine Youth Outreach and Transport Service (KYOTS) is a Youth Outreach program that provides safe transport with brief case management for all Katherine Youth. The program also supports Holiday Activities, YMCA events, Community Youth events and Sport and Recreation events and activities.

Kalano Community Bus provides free transport assistance to Katherine and surrounding communities to ensure all local people can access essential services.



Introduction

As the Transport Services Manager it is my duty to

- To attend, report on program progress and draw feedback from community about the effectiveness of programs at community engagement meetings and collaboration meetings or events.
- Liaise with key service providers in relation to transport, patrol, wellbeing and outreach services.
- Supervise and provide leadership and advice to staff.
- Collect weekly and monthly statistics as required.
- Conduct effective liaison with Community, internal users, major service providers and referring agencies in order to achieve the required level of service delivery.
- Oversee the administrative functions of all Transport services.
- Liaise with other stakeholders, agencies, and service providers in a prompt and professional manner with regards to client needs
- To ensure a cultural and health safe, ethical and confidential working environment for all clients and staff in providing appropriate support

In an increasingly challenging environment, our staff continue to strive to support the local community and provide services that contribute to a safer Katherine.

Key Achievements & Highlights

The past year has seen many achievements and highlights. The biggest of which being, sourcing formal training for the patrollers. As the manager, I was fortunate to be included in training provided to Kalano managers which led to most of our managers achieving a Diploma of leadership and management. This in turn led to the provider offering to provide the Certificate 3 Community Safety Services training for the Community Patrol and KYOTS staff. The training has been commenced and will be provided over a 12 month timeframe to ensure operations continue and staff have the ability to catch up on missed sessions if they are unable to attend. All staff look forward to a graduation event in early 2026. We thank NIAA for their assistance to fund the training.

We have also been involved in several initiatives to improve community safety in conjunction with Chief

Minister and Cabinet, Katherine Town Council, Police, Health, Circuit Breaker (Department of Children Families), Housing, Corrections, Licensing and Education. This has enabled all staff to break down barriers, meet local officers, collaborate and build support for our programs.

We continue to invite local services to provide information to the patrollers such as legal information from NAAJA, Stolen Generation Redress scheme, emergency relief and health to pass on to clients during their duties.

Katherine was also visited by Senator Malarndirri McCarthy early in 2025. The Senator showed her support for Kalano and its services, allowing us to showcase the KYOTS program through an interview that was broadcast on various media including her Facebook page.

Kalano Dashboard



Statistics and Operational Data

Community Night Patrol Annual Statistics 2024/25

Period		Monthly Total
1st Qtr	July-Sept 2023	4358
2nd Qtr	Oct-Dec 2023	5039
3rd Qtr	Jan-Mar 2024	4268
4th Qtr	Apr-June 2024	3191
TOTALS		16856

KYOTS

Period		Monthly Total
1st Qtr	July-Sept 2023	1943
2nd Qtr	Oct-Dec 2023	2259
3rd Qtr	Jan-Mar 2024	2739
4th Qtr	Apr-June 2024	2143
TOTALS		9104

Community Bus:

Period		Monthly Total
1st Qtr	July-Sept 2023	9880
2nd Qtr	Oct-Dec 2023	10420
3rd Qtr	Jan-Mar 2024	9603
4th Qtr	Apr-June 2024	10489
TOTALS		40392

Challenges or Barriers

While it has always been expressed, Community Patrol is not a taxi service, it continues to be used by community to return home after visits to the CBD. This consumes our patrollers time and takes them away from being able to assist people in real need. Over the next year, we plan to reduce this demand and encourage community members to utilise the Community Bus so Community Patrol can prioritise patrols of communities and the hospital.

We regularly receive calls for assistance during the day and are requested to assist visitors to return to their community. Over the past year we have trialled and proved the benefits of day patrols and return to country services. While funding for the services have been proposed, so far they haven't been funded. In the meantime, we look to build relations with outer communities to work together on solutions to assist visitors.

Community Impact

During our recent trial of Day Patrols, Our team assisted a community member sleeping rough after family moved into her housing. As a result, her housing was overcrowded, and she was forced out. Our patrollers supported her to engage Public Housing and she was able to regain her housing.

Sincerely,

Reuben Granzien

Transport Services Manager

Kalano Community Association Inc

Kalano Community Association Aboriginal Corporation

SOBERING-UP SHELTER (SUS)

Michael Maver

The Sobering-Up Shelter (SUS) operates under a harm minimisation framework, providing a safe, culturally informed, and trauma-aware environment for individuals affected by alcohol intoxication, volatile substance misuse, or other drug-related issues. Funded by the Northern Territory Government and implemented by non-government organisations (NGOs) across the NT, SUS facilities have supported communities since their establishment in 1982.

SUS serves as a vital alternative to police custody for intoxicated individuals who may pose a risk to themselves or others. Entry into the Watchhouse is now considered a last resort, with SUS offering a more appropriate and supportive option. In Katherine, the primary referral pathway is self-referral, followed by Night Patrol, Police, and Ambulance services.

Upon arrival, clients are assessed by staff to ensure they meet the admission criteria. These criteria are designed to safeguard both clients and staff, ensuring that the facility does not take on individuals whose needs exceed the scope of care and expertise available.

Beyond immediate safety and support, SUS also acts as a gateway to broader health and rehabilitation services. Staff are trained to deliver brief interventions and use tools such as the Alcohol Use Disorders Identification Test (AUDIT)—a standardized screening instrument developed by the World Health Organization to assess alcohol consumption patterns and related risks.

The primary goal of SUS is harm reduction and empowering individuals to make positive changes in their lives—should they choose to do so. There is evidence to suggest that Katherine SUS is making meaningful progress toward this objective. Additionally, SUS programs contribute to tertiary goals such as data collection for the Northern Territory Government, which supports the development of targeted programs and informed budgeting decisions.

Service Availability

The Sobering-Up Shelter was operational for 252 nights during the reporting period, reflecting an approximate 97% availability rate.

Client Demographics

- A total of 650 unique clients accessed the service.
- Aboriginal and Torres Strait Islander (ATSI) clients made up the vast majority:
- 352 male ATSI clients (54.2%)
- 277 female ATSI clients (44.6%)



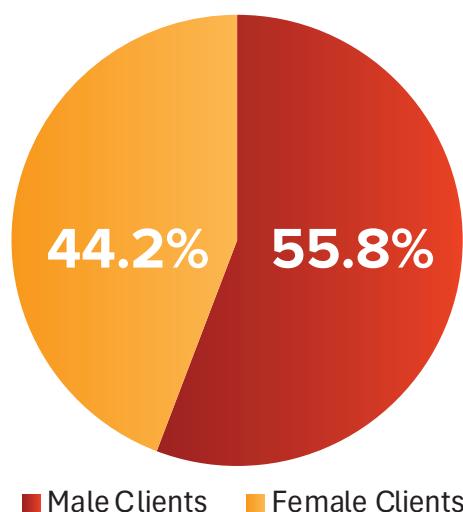
Non-ATSI clients included:

- 3 males
- 4 female

Age Distribution

- 56.92% of clients were aged over 45 years
- 29.85% were aged 36–45 years
- 11.08% were aged 26–35 years
- 2% (13 individuals) were aged 18–25 years
- 1 client was recorded as under 18, likely due to a data entry error, as clients under 18 are excluded under the current funding agreement.

Client Demographics by Gender

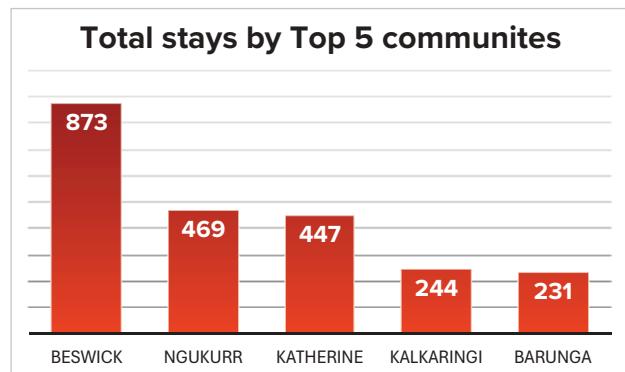


Community-Based Stay Data

Client engagement across the region varied significantly, with several communities showing notably high usage of the Sobering-Up Shelter. The data highlights both the reach and relevance of the service in key areas.

- Beswick recorded the highest number of stays, with 873 admissions. This reflects strong community reliance and consistent engagement with the program.
- Ngukurr followed with 469 stays, indicating sustained demand and the importance of continued outreach and support in this area.
- Katherine, as a central hub, accounted for 447 stays, underscoring its role as a key access point for services.
- Kalkaringi and Barunga also featured prominently, with 244 and 231 stays respectively, demonstrating the program's regional impact and accessibility.

It is important to note that this data is user-reported and may reflect birthplaces rather than current home communities. Additionally, many communities are known by multiple names, which can affect how data is recorded and interpreted. For example, Ngukurr may also be listed under Roper, Roper River, or Yugul Mangi, suggesting that the actual rate of stays from this area may be higher than reported.



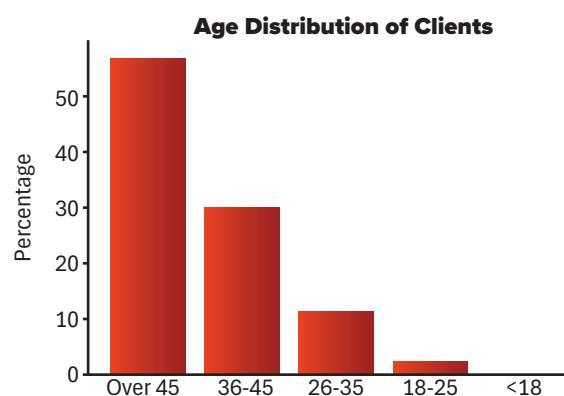
Clients Experiencing Long Grass Living

The data indicates that 144 male clients identified as being from "Long Grass," a term commonly used in the Northern Territory to describe individuals experiencing homelessness or transient living conditions. This figure highlights the shelter's role in supporting some of the region's most vulnerable individuals.

However, it is important to note that this data is user-reported and may not fully capture the scope of homelessness across the region. Individuals experiencing Long Grass living may report their birthplace or a known community rather than their current living situation. Additionally, Long Grass living can occur within any community, making it difficult to quantify accurately through community-based reporting alone.

The gender breakdown in this category may also be misleading. While the data shows only male clients under "Long Grass," staff observations confirm that there are regular female clients experiencing Long Grass living, particularly within the Katherine community. This discrepancy suggests that some female clients may be recorded under their home community rather than under the Long Grass category.

This complexity underscores the need for more nuanced data collection and flexible service approaches to ensure all individuals experiencing homelessness are adequately supported.



Challenges or Barriers

Safety and Admission Criteria

● Admission Protocols

Ensuring clients meet NT Government criteria remains a critical safety measure. However, inconsistent application of intake protocols may have led to operational risks and compromised staff safety.

Operational Instability

● Leadership Turnover

Frequent changes within SUS have resulted in missed opportunities for client engagement and weakened data integrity. Most notably in the types of interventions being delivered and the lack of evidencing of the work being carried out. Anecdotal evidence suggests the program is effective in aiding those with AOD concerns, but further work needs to be done to ensure that data is being captured accurately.

● Neglected KPIs

Key Performance Indicators are often overlooked, contributing to reduced accountability. Currently there are gaps surrounding both data collection and no recording of interventions delivered or attempted, with no recent use of the AUDIT-C – A requirement from the funding body.

Staff Morale and Safety

● Infrastructure Concerns

Poor infrastructure—including the absence of duress alarms and limited kitchen/laundry facilities—has negatively impacted staff safety, morale and service delivery. This has recently been partially addressed with the previous year's purchase of new driers which has significantly reduced workload of staff during peak periods and allows for more time to be spent with clients.

Staff Safety

A recent increase in workplace incidents has highlighted the need for a comprehensive review of staff safety protocols and training. In response, an internal review is currently underway, informed by direct staff feedback.

Program Effectiveness

● Missed Opportunities for Intervention

Operational instability and staffing shortages have led to missed opportunities for brief interventions and inconsistent use of tools like AUDIT-C, intake assessments and referrals made. With further AOD training running in 2025-26 the skills gap will be closed and hopefully help staff feel confident in performing brief interventions and providing aid to clients.

● Client Expectations vs Funding Constraints

A mismatch between client needs and program funding requirements has created tension in service delivery, often resulting in disgruntled clients who expect more from the facility and Staff then we are able to provide.

● Staff Turnover and Training Needs

High staff turnover continues to disrupt continuity of care. Increased training opportunities are needed to build capacity and improve program outcomes. Staff retention strategies need to be assessed and put into place to ensure SUS has a highly trained, motivated and confident workforce.

Community Impact

Client Reach and Harm Reduction

Over 600 unique individuals accessed the Sobering-Up Shelter (SUS) over the past 12 months. This reflects a significant reduction in potential harm to both clients and the broader community by:

- Providing a safe place for intoxicated individuals to sober-up away from public spaces.
- Reducing the use of police custody for vulnerable persons
- Decreasing ambulance callouts and hospital admissions

Public Safety and Wellbeing

The presence of SUS contributes to safer streets, reduced strain on emergency services, and improved outcomes for individuals in crisis.

Limitations in Referral Tracking

Due to current data collection practices, the number of referrals made on behalf of SUS clients—and the outcomes of those referrals—remain unknown. This limits the ability to fully assess the program's long-term impact on rehabilitation and recovery pathways.

Looking ahead

The Sobering-Up Shelter (SUS) remains committed to continuous improvement and alignment with best practice in harm minimisation. Key goals for the upcoming year include:

● Staff Development and Certification

Ensure all full-time staff are trained and certified in Alcohol and Other Drugs (AOD), enhancing the team's capacity to respond effectively to client needs.

● Therapeutic Engagement

Increase staff capacity for therapeutic conversations, with a focus on brief interventions and motivational interviewing techniques.

● Performance Targets

Achieve 100% compliance with Key Performance Indicators (KPIs), reflecting operational efficiency and service quality.

● Cultural Safety and Respect

Foster a more culturally informed and respectful environment, guided by community feedback and cultural competency training.

● Enhanced Data Collection

Strengthen data collection practices to support program evaluation, funding decisions, and service planning.

To support these goals, several operational and strategic areas have been identified for targeted improvement:

● Staff Management and Efficiency

Improve staff supervision, training pathways, and workplace efficiency to reduce turnover and enhance service continuity.

● Data Integrity

Address inconsistencies in client data—particularly the collection of birthplace/community versus current living area—to ensure accurate reporting and analysis. This also extends to capturing information about referrals made, brief interventions delivered and any other attempts at therapeutic work with the clients, along with note taking and basic case management tasks being completed.

● Brief Interventions and Referrals

Increase the number and quality of brief interventions delivered, and ensure appropriate referrals are made to health and rehabilitation services.

● Cultural appropriateness

An increase in understanding from staff about cultural protocols. ie certain relations not being able to eat, talk or be within each other's presence.

A structured evaluation process has been initiated to better understand the current operations of the Sobering-Up Shelter (SUS), identify areas for enhancement, and ensure continued alignment with the program's harm minimisation objectives. This review is ongoing and aims to build on existing efforts, strengthen service delivery, and support long-term sustainability.

Program Health Audit

An initial review of operational documentation—including intake protocols, staff rosters, incident reports, and previous audits—has begun. This process is helping to clarify current practices and identify opportunities to enhance alignment with NT Government funding agreements and safety standards. Further analysis is planned to ensure a comprehensive understanding of operational strengths and gaps.

Staff and Stakeholder Engagement

Staff interviews and anonymous surveys have been introduced to gather insights into workplace culture, training needs, and operational challenges. Engagement with external stakeholders such as Night Patrol, Police, and community representatives is also underway to better understand the program's role and impact within the broader service network.

Data and Reporting Analysis

A preliminary review of client data has highlighted opportunities to improve consistency in data collection and the use of tools such as AUDIT and brief intervention records. This work is ongoing and will inform future improvements in reporting practices and program evaluation.

Monitoring for Program Drift

Efforts are being made to assess whether current operations remain aligned with the original objectives of the SUS program. Early findings suggest areas for realignment, including:

- Clarifying the scope of service delivery, particularly in relation to clients experiencing homelessness
- Reintroducing consistent tracking of Key Performance Indicators (KPIs)
- Supporting staff to focus on therapeutic engagement and brief interventions

This analysis will continue as part of a broader strategic review.

Gap Analysis and Opportunities

Initial findings have identified several areas for enhancement:

- Expanding staff training in AOD and trauma-informed care
- Improving infrastructure and safety protocols
- Strengthening data integrity and reporting practices
- Reinforcing leadership structures and accountability mechanisms

Further consultation and analysis will guide the development of targeted strategies to address these areas.

30-day Action Plan

A 30-day action plan has been developed and exists as a subsection of the 90-day action plan with aims to address critical shortcomings in practice and safety concerns. Key actions include:

- Safety concerns
- Refresher training for staff on intake protocols and therapeutic engagement

- Clear communication of roles and responsibilities
- Introduction of electronic data storage for intakes

90-Day Action Plan

As part of the ongoing program evaluation and strategic review, a 90-day action plan has been initiated after an initial evaluation to address key operational priorities and support immediate improvements in service delivery. This plan is designed to stabilise core functions, enhance staff capacity, and strengthen alignment with program objectives.

Priority Area 1: Safety and Infrastructure

- Review and update chemical storage protocols to meet safety standards
- Review and update laundry protocols to meet best practice and increase healthy and safety for both clients and staff
- Nominate staff member to Kalano's WHS working group

Priority Area 2: Staff Training and Support

- Intake and admission protocols
- Schedule foundational training in AOD and trauma-informed
- Clarify staff roles and responsibilities to reduce ambiguity and improve accountability

Priority Area 3: Data Integrity and Reporting

- Review current data collection tools and practices
- Provide staff training on accurate data entry, with a focus on community of residence vs. birthplace
- Reinstate regular KPI tracking and reporting mechanisms

Priority Area 4: Program Alignment and Client Engagement

- Reintroduce consistent use of AUDIT and brief intervention tools
- Develop a referral tracking system to monitor client pathways to additional services
- Begin mapping client expectations against program scope to identify service gaps

Monitoring and Review

- Weekly check-ins with staff to monitor progress and gather feedback
- Monthly review of action plan milestones
- Adjustments to the plan will be made as new insights emerge from the broader evaluation process

Sincerely,

Michael Maver

SUS Manager

Kalano Community Association Aboriginal Corporation

VENNDALE REHABILITATION SERVICE

Lisa Broccardo

As the Program Manager of Venndale Rehabilitation Service, I am proud to present this year's annual report, which reflects a period of resilience, growth, and reform. Our team has continued to provide culturally safe, person-centred alcohol and other drug (AOD) residential rehabilitation services, despite a challenging operating environment.

Delivered under the Kalano Community Association, Venndale offers holistic, structured support to assist clients on their journey to recovery, develop life skills, and promote long-term wellbeing. Over the past year, we have adapted to increased demand, workforce fluctuations, and a reduction in funded bed capacity. Through strategic reform, we achieved stronger engagement, improved outcomes, and enhanced operational capability.

Venndale delivers a comprehensive rehabilitation model that integrates therapeutic care, primary health services, and structured recovery pathways. Our program is built to support individuals as they overcome substance dependence and re-establish meaningful lives within their communities.

This year, faced with increasing demand and operational pressures, Venndale responded with agility and innovation—strengthening systems, maintaining service continuity, and improving client outcomes.

- Program completion rate rose to 60% (Jan–Jun 2025), a notable improvement.
- 45% of program graduates remained substance-free three months post-exit.
- 98% client engagement across all therapeutic and life-skills activities—highlighting strong program relevance and participant commitment.

Service Enhancements

- On-site GP clinics (launched March 2025) now provide twice-weekly medical screenings and early health interventions.
- A comprehensive intake reform (April 2025) significantly reduced delays and improved referral coordination, addressing a backlog of 1,600 clients.
- The rollout of the Person-Centred Software (PCS) system is underway, with full implementation scheduled for September 2025. This platform will enable real-time client monitoring and outcome reporting.



Partnerships and Collaborations

- Sustained collaboration with Wurl, CDP, Corrections, and other local AOD and aftercare services.
- Continued partnership with Wurli to strengthen cultural support and healthcare integration.
- Enhanced employment pathways through external training providers.

Program Delivery and Innovations

- Continued delivery of a holistic, structured daily schedule, including literacy and employability training, AOD therapy/Education, General offender programs, and physical health and wellbeing activities.
- Introduced peer recognition and graduation ceremonies, fostering community, purpose, and positive reinforcement.
- Developed visual timetables to improve client accessibility and understanding.

Admissions and Capacity

- 60 clients admitted from January to June 2025 (48 male, 12 female).
- 98% of clients were referred through Correctional Services.
- Average bed occupancy was 87% (Jul–Dec 2024), despite a bed reduction to 20 funded beds by June 2025.
- At peak, occupancy exceeded 100%.
- 30 clients could not be admitted in early 2025 due to bed capacity constraints.

Measurable Outcomes

- 98% engagement across therapeutic and educational programs.
- 60% program completion rate in the latter half of the reporting period.
- 45% of clients remained substance-free three months post-discharge.
- 100% medical screening compliance following the introduction of on-site GP since April 2025.

Year-on-Year Comparison

- A dramatic increase in Correctional Services referrals (from 68% to 98%).
- Demand rose sharply despite a 37.5% reduction in funded beds (from 32 to 20).
- Implementation of PCS is expected to strengthen performance tracking and compliance.
- Client outcomes improved despite financial and workforce pressures.

Key Challenges

- Persistent staffing shortages and high turnover impacted program continuity and team stability.
- A backlog of referrals created delays in client intake and access.
- Funding cuts resulted in reduced bed capacity, placing pressure on operations and limiting client access.
- Limited data systems previously constrained outcome tracking and program evaluation.

Adaptive Responses

- Delivered targeted staff training and cultural strengthening to boost morale and re-engage the workforce.
- Streamlined intake processes to manage high referral volumes and improve client flow.
- Began implementation of PCS software to modernise client tracking and support data-driven decision-making.
- Maintained a full therapeutic program despite reduced resources, through creative rostering and prioritisation.
- Reintroduced on-site GP services to address health needs and reduce barriers to medical care.

Community Impact

- High levels of client engagement reflect both trust in the program and its effectiveness in supporting meaningful behaviour change. Clients are guided through the Cycle of Change, beginning at the Precontemplation stage—where awareness and motivation are often low—and progressing through Contemplation, Preparation, Action, and Maintenance phases, with support tailored to each stage of readiness.
- Graduation ceremonies and peer-led recognition events reinforce progress made

and celebrate personal milestones, fostering motivation, purpose, and a sense of community.

- “On Country” cultural activities support identity, spiritual healing, and cultural reconnection, particularly for Aboriginal clients, providing a culturally safe space for recovery.
- Aftercare planning is individualised, supporting each client's transition into housing, employment, education, or training, and providing continued support through the relapse and recycling stages where needed.
- Many clients have successfully moved into employment, volunteering, and further education, demonstrating the long-term impact of their mindset shift and recovery journey.
- Participants report the development of more respectful and meaningful relationships, improved communication, and increased emotional awareness.
- Observable growth in mindset—from resistance and denial to self-determination and accountability—illustrates internal transformation and readiness.
- Healing occurs across multiple dimensions: emotional, psychological, physical, cultural, and spiritual—affirming the holistic and person-centred approach at the core of Venndale’s program.

Broader Community Outcomes

- The program contributes to reduced recidivism, particularly among Correctional Services clients.
- Strengthened workforce readiness through life skills and adult literacy programs (e.g., the SEE program).
- Deepened community linkages ensure wrap-around support through strategic partnerships.

Client Success Stories

- Numerous clients have overcome complex challenges to achieve stability, employment, and reconnection with family.
- Notable stories include clients preparing for parenthood while maintaining sobriety, securing meaningful employment, and actively engaging in community sports and training programs.

Strategic Priorities for 2025–2026

- Finalise and fully embed the PCS platform to streamline data collection, monitoring, and evaluation.
- Sustain 100% engagement with individualised recovery pathways that incorporate education, employment, and cultural healing.
- Improve workforce retention through targeted recruitment, professional development, and staff wellbeing strategies.
- Strengthen partnerships with housing, employment, cultural, and healthcare services to ensure holistic support.
- Seek additional funding to restore bed capacity and sustain quality service delivery.

Areas for Improvement

- Expand ongoing staff training and professional development to ensure all team members are equipped with the skills and knowledge necessary to support each stage of the client recovery journey effectively.
- Refine referral pathways and client flow processes to respond more efficiently to rising demand. The implementation of the Person-Centred Software (PCS) platform will play a key role in streamlining these systems.
- Strengthen program evaluation and client feedback mechanisms to drive continuous quality improvement. The PCS platform will enhance real-time data collection and outcome tracking to support evidence-based decision-making.

In a year defined by both challenges and transformation, Venndale has demonstrated adaptability, innovation, and a deep commitment to recovery-focused care. Through key reforms—such as intake streamlining, service enhancements, and the introduction of on-site medical support—the program has maintained high levels of client engagement and improved therapeutic outcomes.

However, to maintain momentum and meet increasing demand, additional investment is essential. Restoring bed capacity, stabilising the workforce, and embedding the PCS platform will ensure Venndale continues delivering high-quality, culturally responsive AOD rehabilitation and contributes meaningfully to individual and community wellbeing.

Sincerely,

Lisa Broccardo

Kalano Community Association Aboriginal Corporation



YOUTH & FAMILY SERVICES

Karissa Morrison

Over the past year, Kalano's Youth & Family Services team — which is made up of five programs: **Child and Family Centre, Child and Family Community Fund, Youth Diversion, Child and Family Intensive Support, and Aboriginal Carers Growing Up Aboriginal Children (Kinship)** — has worked tirelessly to deliver high-quality support across our community.

Our work is grounded in a strong commitment to creating welcoming and inclusive environments where every participant feels respected, supported, and connected. From the moment someone enters our space or engages with our team, we aim to ensure they experience a sense of belonging. This goes beyond the physical environment; it's about fostering a culture of care, empathy, and acceptance across our entire team.

To meet the diverse needs of those we support, our staff have continued to build their skills through professional development in areas such as **cultural competency, strength-based and trauma-informed practice**, and other targeted training. This investment strengthens our capacity to understand the challenges our participants face and to respond in ways that help them feel valued and empowered.

In addition to direct one-on-one support, our programs have delivered a wide range of events, workshops, and group activities. These opportunities encourage social connection, skill building, and personal growth — helping children, young people, and families thrive within a supportive, close-knit community.

Big Rivers Child and Family Centre (CFC)

The Big Rivers Child and Family Centre (CFC) continued to play a vital role in supporting children aged 0–5 years. Our focus has remained on delivering tailored, culturally appropriate, and family-centred services that respond to the needs of the Katherine region. Despite challenges such as staff shortages at times, high demand, and fluctuating attendance, the CFC staff have shown resilience, growth, and a strong commitment to supporting families.

Over the past year, CFC has delivered a diverse range of programs and initiatives. Deadly Cooking empowered families to make healthier food choices and improve nutritional knowledge, while Wellbeing Activities created safe, inclusive spaces and piloted new initiatives such as Tune into Kids and Caring for You, Caring for Them, developed in collaboration with external service providers. Referral Pathways and Service Navigation remained one of our most in-demand supports, enabling families to access



essential services and build independence. Meanwhile, Family Support provided timely and effective assistance tailored to the unique needs of families.

The Centre also hosted significant community events, including Aboriginal and Torres Strait Islander Children's Day, school holiday activities, and youth-focused programs that brought families together in culturally safe and supportive environments.

While the year presented challenges, such as staffing shortages, inconsistent attendance, and unpredictable participant numbers, the impact of our work is best reflected in the stories of families we support:

- A family successfully secured housing after eight years on the waiting list, following advocacy through Service Navigation.
- Families engaged in Deadly Cooking reported applying healthier recipes at home, leading to lasting changes in household habits.
- Through Family Support, a mother and her children escaping family and domestic violence secured safe housing, providing stability during a difficult transition.
- Parents who participated in the Tune into Kids trial reported meaningful improvements in their ability to connect with their children and manage emotional challenges.

Looking ahead, the CFC will focus on increasing program participation, expanding outreach supports, and continuing to advocate for the needs of families across the Katherine region. Through these initiatives, we will strengthen outcomes for children and families, ensuring that every child aged 0–5 has the best possible start in life.

Number of CFC service users					
Month	Male	Female	Kids	Total	
July	47	76	292	415	
August	113	196	446	755	
September	175	251	548	974	
October	50	97	203	350	
November	197	292	414	903	
December	116	179	292	587	
January	284	403	899	1586	
February	158	313	559	1030	
March	288	367	680	1335	
April	98	153	341	592	
May	115	178	400	693	
June	65	152	345	562	
Total				9,782	

Child & Family Community Fund

The Child and Family Community Fund provide a non-recurrent annual budget of \$260,000 to strengthen outcomes for children aged 0–5 and their families. Delivered through the Child and Family Centres, the fund ensures access to services that reflect local priorities and aspirations, underpinned by a strong Local Decision-Making framework.

The fund focuses on key areas including children's health, development, and safety; strengthening family resilience and problem-solving; building parenting confidence; and fostering thriving community environments for children and families.

Oversight of the fund is provided by the Local Advisory Board (LAB), which comprises representatives from local Aboriginal Community Controlled Organisations such as Kalano Community Association, Wurli-Wurlinjang, Jawoyn Association, Katherine West Health Board, and Sunrise Health. Each organisation is typically represented by its CEO or board chairperson (or delegate). The LAB holds collective decision-making authority on funding allocations, while also enabling external organisations to apply for support.

In 2024, the Child and Family Community Fund invested in a purpose-built trailer, now known as the Trailblazer. This mobile program delivers educational workshops and interactive activities tailored to the developmental needs of young children and their caregivers. Its sessions include parenting skills and health and nutrition education, with a particular focus on promoting healthy eating habits during the early years.

The Trailblazer initiative has fostered meaningful community engagement, with events such as consultation barbecues strengthening trust and dialogue. Collaborations with the Katherine West Health Board, including a community barbecue and health talk on smoking prevention, as well as participation in domestic violence research, have reinforced both community ties and program relevance.

Despite these successes, the program has faced challenges, particularly with low attendance and

staffing shortages. To maintain delivery, the CFC has provided interim support and adapted outreach sessions while recruitment is underway. These adjustments demonstrate the program's commitment to ensuring families continue to receive valuable services during periods of transition.

Child and Family Intensive support (CaFIS)

Delivered in partnership with TeamHEALTH, the Child and Family Intensive Support Program (CaFIS) operate across Katherine, Rockhole, Binjari, Kalano, Warlpiri, George Camp, Beswick, Barunga, Mataranka, and Jilkminggan.

CaFIS provides early intervention and prevention support to families and children aged 0–18, with a focus on addressing complex needs and strengthening family wellbeing. The program's core aim is to enhance the health, safety, and overall development of children and young people.

Guided by child-focused, strengths-based, trauma-informed, and culturally responsive practices, CaFIS ensures that support is tailored to the unique circumstances of each family, helping them build resilience and create safe, nurturing environments.

- **71 clients supported** across **21 families** — exceeding target by **137.5%**
- **794 individual sessions** delivered, tailored to family needs
- **23 group sessions** with **68 participants**, promoting wellbeing and resilience
- **79.7%** of clients reported positive changes in circumstances
- **78.6%** achieved progress towards their goals
- **97%** of participants identified as Aboriginal or Torres Strait Islander

Despite these successes, challenges remain. Shame and stigma continue to act as barriers for families engaging with support services. Engagement was also impacted at times by sorry business, families being transit between communities, and limited phone access. Staffing changes required careful management, though proactive planning helped minimise disruption for families.

Overall, CaFIS continues to focus on demonstrating its effectiveness in building family resilience, improving wellbeing, and creating safer, stronger communities across the Big Rivers region. This year Kybrook has been included within the service delivery area and the CaFis team look forward to building relationships and supporting Families within Kybrook.

Youth Diversion

The Youth Diversion Program is a proactive initiative that supports young people at risk of, or already engaged with, the juvenile justice system. By focusing on restorative justice principles, the program provides alternatives to the traditional legal process, offering opportunities for accountability, reparation, and positive change.

Through service coordination, mentoring, skill development, and restorative practices, the program empowers young people to take responsibility for their actions, rebuild trust, and strengthen their connections with family, peers, and community. The emphasis is on rehabilitation, personal growth, and fostering a sense of belonging and contribution.

By guiding youth towards education, training, employment, and positive social networks, the program works to break cycles of offending and reduce reoffending. With prevention strategies and strong community partnerships, the Youth Diversion Program creates a supportive environment that promotes healing, safer communities, and brighter futures for young people.

This year, the Youth Diversion Program has continued to create meaningful opportunities for young people to connect, learn, and grow through restorative practices and community engagement.

- A 17-year-old participant stepped into a natural role model position, while a 10-year-old found joy in volunteering and giving back to his community.
- Young people enjoyed volunteering at the local aged care facility, helping with gardening and connecting positively with residents.
- A participant who had missed two school terms successfully re-engaged with education, now attending daily, building friendships, and accessing school support services.
- Two young men expressed gratitude to a long-serving police officer through handmade gifts and a farewell card, reflecting the program's focus on respect, accountability, and community connection.

- Despite challenges with engagement and limited staffing, with only one case worker for a significant period of time, the Youth Diversion Program has continued to make a positive impact. This year marks an exciting step forward with the program expanding to Kalkarindji and Timber Creek. Guided by restorative justice practices, the team remains committed to building strong relationships and fostering positive outcomes for young people, with benefits flowing into the wider community.

Aboriginal carers growing up aboriginal children (Kinship)

Aboriginal Carer Services plays a vital role in improving the placement of Aboriginal children in care by connecting them with safe, culturally appropriate Aboriginal foster, family, and kinship carers.

The program focuses on identifying and assessing suitable carers, ensuring culturally responsive processes, and providing ongoing support to enable carers to nurture children in safe and stable environments.

The program's core objectives include:

- Increasing the placement of Aboriginal children with Aboriginal foster and kinship carers.
- Promoting long-term stability for children within Aboriginal caregiver households.
- Building a pool of carers available for emergency, long-term, and respite placements.
- Streamlining assessment processes to minimise disruption for families.
- Delivering comprehensive support and resources to strengthen carers' capacity.

The kinship team has continued to face challenges with complex issues such as the housing crisis, administrative requirements, Staffing and the need to navigate partnership dynamics with referral and approval agencies create barriers for many potential kinship carers. Despite these obstacles, Aboriginal Carer Services remains committed to ensuring that more Aboriginal children are placed in culturally safe, supportive, and stable care environments that honour their identity and connection to community.

Sincerely,

Karissa Morrison

Youth & Family Services Manager

Kalano Community Association Inc.



CONNECTED BEGINNINGS

The Connected Beginnings (CB) program at Kalano Community Association continues to play a vital role in improving school readiness for Aboriginal and Torres Strait Islander children aged 0–5 across the Katherine region.

By fostering strong partnerships between families, community, and service providers, Connected Beginnings is building a culturally safe and coordinated early childhood support system to help children make a strong start to school.

This year, the program has focused on deepening engagement across the community, working to break down barriers to access and ensuring families feel safe, welcomed, and supported.

Building Strong Foundations for the Future

A major achievement this year was confirmation that Connected Beginnings has been successfully re-funded for a further three years (2025–2028). This commitment provides long-term stability and enables the program to move beyond day-to-day delivery and into a phase of strategic action and system-level change.

While staffing challenges have continued to affect reach and consistency, the team has shown resilience and dedication. Despite these constraints, they have maintained momentum and achieved several key milestones that position the program strongly for the next stage.

One of the most significant initiatives was the commencement of a preschool transport service, supported through the purchase of three vehicles and the recruitment of three casual staff (15 hours per week). This initiative aims to remove one of the biggest barriers to preschool participation—reliable access to transport—and will be trialled over the coming year.

Empowering the Community

A central focus this year has been listening to the voices of community members and embedding their perspectives into the program's future direction. The team has worked alongside families, Elders, and service partners to identify local priorities and aspirations for children's development and education.

This input is directly shaping the new Connected Beginnings Community Action Plan (2025–2028). The plan will be led by a Governance Group of First

Nations community representatives and supported by a strengthened backbone team, ensuring the work is guided by cultural leadership, community priorities, and collective accountability.

To further strengthen local capacity, the team delivered ASQ-TRAK training using underspend funds. The training was offered to both early childhood staff and community members, empowering them with the skills to identify early developmental concerns and strengthening the community's ability to support children to thrive.

Challenges and Responses

While there have been many successes, challenges remain.

Staffing instability has made it difficult to maintain consistent engagement and delivery.

In response, the team has prioritised relationship-building and is focused on developing a strong, stable workforce to support long-term program sustainability.

Looking Ahead

In the coming year, Connected Beginnings will focus on:

- Launching and embedding the 2025–2028 Community Action Plan
- Establishing the Connected Beginnings Governance Group to lead community voice and decision-making
- Strengthening the backbone team structure to drive collective impact work
- Building on the success of the ASQ-TRAK training by offering further community-led capacity-building opportunities
- Strengthening collaboration with early childhood, health, and family services across the region

Through these actions, Connected Beginnings will continue to shift from service delivery to system change—building strong foundations for children to succeed at school and in life.

Sincerely,

Kate Corney

Executive Manager of Community Services

Kalano Community Association Inc. & Kalano Community Aboriginal Corporation

QUALITY & COMPLIANCE

Melissa Black

The Safety, Quality, Compliance & Risk function underpins Kalano's ability to deliver safe, effective, and culturally appropriate services across all program areas. Our role is to ensure that systems and frameworks are in place to manage risk, safeguard clients and staff, and maintain accreditation with multiple regulatory bodies. The focus this year has been on strengthening governance, improving audit readiness, and embedding continuous quality improvement into everyday practice.

Key Achievements & Highlights

- Successfully maintained accreditation under QIC Standards, ISO 9001, and NDIS Practice Standards.
- Conducted organisation-wide internal audits, including WHS inspections, employee and client file reviews, food safety inspections, regulatory compliance checks.
- Continuously improving tracking and reporting to Executive and Council.
- Developed a Program Exclusion Matrix for behavioural incidents, strengthening safety and consistency across programs.
- Created, reviewed and updated several Policies to improve staff safety, manage risk, and provide quality care.
- Chaired various internal meetings, ensuring integrated review of risks, audits, and improvement actions.
- Improved incident management and whs hazard reporting processes across the entire organisation.
- Engagement of WHS consultants to drastically improve the safety and wellbeing of all Kalano stakeholders.

Statistics and Operational Data

- Internal Audits Completed: Excess of 30 internal audits completed, in addition to external audits, and accreditation renewals.
- Accreditation Audits: 3 out of 3 external audits passed for approved renewal.
- WHS hazard and R&M Reporting: improved reporting of WHS issues by 350%, over 65% reports completed, and 30% ongoing.
- Complaints & Feedback Recorded: 90 complaints and feedback received, with 55 being related to complaints regarding service, staff, or environment. Over 65 Quality Improvements were generated from Complaints/Feedback.



- Incidents Reported: over 80 Percent completion rate, with a small portion ongoing, with no unresolved cases in this period, there is an average closure time of 14 days of incident occurring.
- CQI: Organisation has been working on and/ or completed over 100 quality improvements to ensure safe and quality care and environment for its stakeholders.

Challenges or Barriers

- Staffing pressures across frontline programs impacted ability to close out corrective actions quickly and conduct internal audits.
- Evolving compliance requirements in multiple departments.
- Undertaking and maintaining multiple accreditations reviews and renewals in multiple departments include QIC, NDIS, AGED CARE, ISO 9001, ISO 27001, CPV.
- Resistance to change capacity to provide internal training to staff to understand compliance requirements, to understand why we do what we do.

Community Impact

- Strengthened client and community trust through transparent reporting of complaints and feedback.
- Improved safety in housing and community facilities by addressing maintenance risks identified in audits.
- Supported cultural safety by ensuring policies reflect community consultation and cultural values.
- Enhanced workforce confidence through clearer WHS and compliance guidance, leading to fewer reportable incidents.

Looking Ahead

- Attaining ISO 27001, NRSCCH, Aged Care Quality Standards compliance, Commercial passenger vehicle accreditation renewal.
- Implement a digital compliance dashboard to streamline reporting to Executive and Council, which includes, risk, and incident management as well as hazard and whs reporting.
- Expand risk assessments to cover new service areas and new projects/initiatives projects.
- Continue to build staff capability in quality improvement, WHS risk management, and cultural safety.
- Establish internal training sessions on QMS to improve risk management and compliance.

Sincerely,

Melissa Black

Safety, Quality & Compliance Manager
Kalano Community Association Inc.
& Kalano Community Aboriginal Corporation



CORPORATE SERVICES TEAM



FINANCE TEAM

KALANO'S 50TH YEAR ANNIVERSARY CELEBRATIONS



KALANO'S 50TH YEAR ANNIVERSARY CELEBRATIONS



KALANO'S 50TH YEAR ANNIVERSARY CELEBRATIONS



KALANO'S 50TH YEAR ANNIVERSARY CELEBRATIONS



KALANO'S 50TH YEAR ANNIVERSARY CELEBRATIONS



ACKNOWLEDGEMENTS

Kalano Community Association Inc. and Kalano Community Association Aboriginal Corporation extend our sincere gratitude to all our funding partners, government departments, and supporting organisations whose ongoing commitment makes our work possible.

We would like to specifically acknowledge and thank the following partners and agencies for their invaluable support throughout the year:

- National Indigenous Australians Agency
- Department of the Chief Minister and Cabinet
- Department of Children and Families
- Department of the Attorney-General
- Department of Health
- Department of Health and Aged Care
- Department of Education
- Department of Social Services
- Foundation for Rural & Regional Renewal
- Katherine Town Council
- Northern Territory PHN
- Department of Housing, Local Government and Community Development

Thank you for your continued support and belief in Kalano's vision. Together, we are building a stronger, healthier, and more connected future.



FINANCIALS

Kalano Community Association Incorporated and its related entity

ABN 17 030 032 930

Annual Report - 30 June 2025

Kalano Community Association Incorporated and its related entity

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Kalano Community Association Incorporated and its related entity
Council members' report
30 June 2025

In the council members' opinion:

- the attached financial statements and notes thereto of the Association and the consolidated entity, being general purpose financial statements, 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 Simplified Disclosures, and give a true and fair view of the financial position of Kalano Community Association Incorporated (the Association) and the Consolidated Entity as at 30 June 2025 and performance of the Association and the Consolidated Entity for the year ended on that date;
- the accounts of the Association and the Consolidated Entity have been properly prepared and are in accordance with the books of account of the Consolidated Entity; and
- there are reasonable grounds to believe that the Association and the Consolidated Entity 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:

Angelo Costales
Ann Marie McDonald
Lazarus Manbulloo
Lisa Mumbin
Fabian Farrell
Kamish Rogers
Selina Baker-Joe
Somara Ryan
Glenn Nuggins
Rosie Birch
Samuel Marchant
Terrance Shaun Fredricks
Gregory Mole

Appointed 01/07/2025
Ceased 11/03/2025

Principal activities

The principal activities of the Kalano Community Association Incorporated and its related entity, Kalano Community Association Aboriginal Corporation, 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 Association and its related entity for the financial year ended 30 June 2025 amounted to \$1,983,274 (2024: surplus \$4,182,551).

Significant Changes

No significant changes in the state of affairs of the Consolidated Entity 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 Entity, the results of those operations, or the state of affairs of the Consolidated Entity in future financial years.

On behalf of the Council members

Steve Nuggins
President

Angelo Costales
Council Member

4 November 2025



Kalano Community Association Incorporated and its related entity
Statements of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	Consolidated		Parent	
		2025 \$	2024 \$	2025 \$	2024 \$
Revenue					
Administration fees	3	554	60,864	554	60,864
Grants received	4	15,575,845	14,698,833	10,782,462	9,237,603
Rent received	5	1,327,615	1,177,421	973,085	886,421
Sales and operating income	6	5,229,406	4,708,809	5,229,406	4,708,809
Other income	7	5,766,614	6,368,326	5,766,315	6,360,958
Total revenue		27,900,034	27,014,253	22,751,822	21,254,655
Expenses					
Administrative expenses	8	(2,370,162)	(2,221,167)	(1,778,010)	(1,540,441)
Depreciation	9	(3,756,558)	(2,953,183)	(3,308,233)	(2,492,305)
Employee expenses	10	(15,092,658)	(12,619,313)	(11,586,463)	(9,778,944)
Repairs and maintenance	11	(908,577)	(1,280,390)	(770,887)	(947,815)
Utilities	12	(742,996)	(731,884)	(669,713)	(669,962)
Other expenses	13	(925,637)	(642,030)	(601,707)	(540,218)
Participant activities	14	(765,969)	(1,066,066)	(765,969)	(1,066,066)
Expected credit loss expense		(153,795)	(273,748)	(63,888)	(230,388)
Finance costs - leases		(120,598)	(71,427)	(120,453)	(71,427)
Fringe benefits tax		(117,330)	(80,234)	(117,330)	(80,234)
Housing expenses		(177,982)	(188,198)	(177,982)	(188,198)
Motor vehicle expenses		(784,498)	(704,062)	(501,744)	(389,991)
Total expenses		(25,916,760)	(22,831,702)	(20,462,379)	(17,995,989)
Surplus for the year	26	1,983,274	4,182,551	2,289,443	3,258,666
Other comprehensive income for the year		-	-	-	-
Total comprehensive income for the year		1,983,274	4,182,551	2,289,443	3,258,666

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 2025

Note	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Assets				
Current assets				
Cash and cash equivalents	15	24,050,561	23,558,380	20,990,812
Trade and other receivables	17	878,379	4,558,510	838,293
Prepayments		6,371	5,125	-
Total current assets		<u>24,935,311</u>	<u>28,122,015</u>	<u>21,829,105</u>
Non-current assets				
Property, plant and equipment	18	24,708,311	24,204,752	23,438,213
Right-of-use assets	19	1,500,919	1,357,078	1,500,919
Total non-current assets		<u>26,209,230</u>	<u>25,561,830</u>	<u>24,939,132</u>
Total assets		<u>51,144,541</u>	<u>53,683,845</u>	<u>46,768,237</u>
Liabilities				
Current liabilities				
Trade and other payables	20	3,285,116	8,186,780	2,586,957
Lease liabilities - current	21	696,034	613,953	696,034
Provisions - current	23	1,137,923	960,700	1,027,192
Total current liabilities		<u>5,119,073</u>	<u>9,761,433</u>	<u>4,310,183</u>
Non-current liabilities				
Lease liabilities - non-current	22	752,759	676,984	752,759
Provisions - non-current	24	74,415	30,408	61,652
Total non-current liabilities		<u>827,174</u>	<u>707,392</u>	<u>814,411</u>
Total liabilities		<u>5,946,247</u>	<u>10,468,825</u>	<u>5,124,594</u>
Net assets		<u>45,198,294</u>	<u>43,215,020</u>	<u>41,643,643</u>
Equity				
Reserves	25	17,936,848	17,936,848	17,936,848
Retained surpluses	26	27,261,446	25,278,172	23,706,795
Total equity		<u>45,198,294</u>	<u>43,215,020</u>	<u>41,643,643</u>
				<u>39,354,200</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 2025

	Reserves \$	Retained surpluses \$	Total equity \$
Consolidated			
Balance at 1 July 2023	17,936,848	21,095,621	39,032,469
Surplus for the year	-	4,182,551	4,182,551
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	4,182,551	4,182,551
Balance at 30 June 2024	<u>17,936,848</u>	<u>25,278,172</u>	<u>43,215,020</u>
Consolidated			
Balance at 1 July 2024	17,936,848	25,278,172	43,215,020
Surplus for the year	-	1,983,274	1,983,274
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	1,983,274	1,983,274
Balance at 30 June 2025	<u>17,936,848</u>	<u>27,261,446</u>	<u>45,198,294</u>
Parent			
Balance at 1 July 2023	17,936,848	18,158,686	36,095,534
Surplus for the year	-	3,258,666	3,258,666
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	3,258,666	3,258,666
Balance at 30 June 2024	<u>17,936,848</u>	<u>21,417,352</u>	<u>39,354,200</u>
Parent			
Balance at 1 July 2024	17,936,848	21,417,352	39,354,200
Surplus for the year	-	2,289,443	2,289,443
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	2,289,443	2,289,443
Balance at 30 June 2025	<u>17,936,848</u>	<u>23,706,795</u>	<u>41,643,643</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 2025

Note	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Cash flows from operating activities				
Receipts from funding bodies	15,920,211	14,402,528	11,116,828	8,941,300
Receipts from customers	12,450,376	11,922,964	13,942,734	12,065,244
Payments to suppliers and employees	(23,748,484)	(17,019,861)	(20,017,217)	(12,245,359)
Finance costs	(120,598)	(71,427)	(120,453)	(71,427)
Interest received	179,896	478,887	179,597	473,242
Net cash from operating activities	<u>4,681,401</u>	<u>9,713,091</u>	<u>5,101,489</u>	<u>9,163,000</u>
Cash flows from investing activities				
Payments for property, plant and equipment	18 (3,403,744)	(7,040,666)	(3,018,430)	(6,734,614)
Proceeds from disposal of motor vehicles	56,882	-	56,882	-
Net cash used in investing activities	<u>(3,346,862)</u>	<u>(7,040,666)</u>	<u>(2,961,548)</u>	<u>(6,734,614)</u>
Cash flows from financing activities				
Cash advanced to Related Parties	-	-	(430,294)	(347,572)
Principal repayments - Lease liabilities	(842,358)	(711,374)	(767,648)	(686,738)
Net cash used in financing activities	<u>(842,358)</u>	<u>(711,374)</u>	<u>(1,197,942)</u>	<u>(1,034,310)</u>
Net increase in cash and cash equivalents	492,181	1,961,051	941,999	1,394,076
Cash and cash equivalents at the beginning of the financial year	23,558,380	21,597,329	20,048,813	18,654,737
Cash and cash equivalents at the end of the financial year	<u>15 24,050,561</u>	<u>23,558,380</u>	<u>20,990,812</u>	<u>20,048,813</u>

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 2025****Note 1. Material accounting policy information**

The accounting policies that are material to the Consolidated Entity are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The Consolidated Entity 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 the Australian Accounting Standards - Simplified Disclosures 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 and the Corporation Constitution.

The financial statements cover both Kalano Community Association Incorporated as an individual entity and the Consolidated Entity 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 entity.

The financial statements were authorised for issue by the Council Members on 04 November 2025.

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, certain classes of property, plant and equipment. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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 Entity'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 as at 30 June 2025 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities over which the Consolidated Entity has control. The Consolidated Entity controls an entity when the Consolidated Entity 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 Entity. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the Consolidated Entity 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 Entity.

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.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 1. Material accounting policy information (continued)

Where the Consolidated Entity 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 Entity 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.

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 Entity recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the Consolidated Entity is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Consolidated Entity: 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 Entity 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 Entity, 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 Entity to acquire or construct a non-financial asset that is to be controlled by the Consolidated Entity) 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 Entity 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.

Interest

Interest revenue is recognised as interest accrues using the effective interest method.

Rent

Rent revenue from properties owned is recognised on a straight-line basis over the lease term.

Other revenue

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

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 1. Material accounting policy information (continued)****Income tax**

As the Consolidated Entity 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 Entity'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 Entity'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 right at the end of the reporting period 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.

Recoverability of trade and other receivables

At each reporting date, the Consolidated Entity 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 Entity in accordance with the contract and the cash flows that the Consolidated Entity expects to receive).

The Consolidated Entity 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

Debts that are known to be uncollectable are provided for or written off when identified. The Consolidated Entity 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 Entity 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.

Kalano Community Association Incorporated and its related entity
Notes to the financial statements
30 June 2025

Note 1. Material accounting policy information (continued)

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 Entity 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 Entity 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 Entity'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.

Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated, less, where applicable, accumulated depreciation and any impairment losses.

Buildings are shown at their fair value based on periodic valuations by external independent valuers, less subsequent accumulated depreciation and any accumulated impairment losses.

In periods when the buildings are not subject to an independent valuation, the Council Members conduct their valuations to ensure the carrying amount for the buildings is not materially different to the fair value.

Increases in the carrying amount arising on revaluation of buildings are recognised in other comprehensive income and accumulated in the revaluation surplus in equity. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income under the heading of revaluation surplus. All other decreases are recognised in profit or loss.

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Plant, equipment and motor vehicles 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 Entity 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.

Kalano Community Association Incorporated and its related entity
Notes to the financial statements
30 June 2025

Note 1. Material accounting policy information (continued)

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 2024 and 2023 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 Entity. 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 Entity 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 Entity 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.

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 Entity 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 Consolidated Entity considers that the carrying amount of trade payables approximates their fair value.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 1. Material accounting policy information (continued)

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 Entity'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 Entity has a present (legal or constructive) obligation as a result of a past event, it is probable the Consolidated Entity 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.

Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 1. Material accounting policy information (continued)****Goods and Services Tax ('GST') and other similar taxes**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

Fair value measurement hierarchy

The Consolidated Entity is required to classify all assets and liabilities, measured at fair value, using a three level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being: Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date; Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and Level 3: Unobservable inputs for the asset or liability. Considerable judgement is required to determine what is significant to fair value and therefore which category the asset or liability is placed in can be subjective.

The fair value of assets and liabilities classified as level 3 is determined by the use of valuation models. These include discounted cash flow analysis or the use of observable inputs that require significant adjustments based on unobservable inputs.

Estimation of useful lives of assets

The Consolidated Entity determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Impairment of non-financial assets other than goodwill and other indefinite life intangible assets

The Consolidated Entity assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the Consolidated Entity and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 2. Critical accounting judgements, estimates and assumptions (continued)

Employee benefits provision

As discussed in note 1, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Note 3. Administration fees

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Service fees	554	462	554	462
Job replacement income	-	60,402	-	60,402
	<u>554</u>	<u>60,864</u>	<u>554</u>	<u>60,864</u>

Note 4. Grants received

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Grants - Dept of the Attorney General & Justice	1,598,436	620,853	-	-
Grants - Dept of Children and Families	853,943	-	853,943	-
Grants - Dept of Corrections	306,976	-	306,976	-
Grants - Dept of Education	588,099	586,028	588,099	586,028
Grants - Dept of Health, Disability and Ageing	4,721,098	4,637,328	3,817,896	3,146,482
Grants - Dept of Housing, Local Government and Community Development	3,744,170	4,227,211	3,744,169	4,227,211
Grants - Dept of Infrastructure, Tourism and Trade	-	235,000	-	235,000
Grants - Dept of Logistics and Infrastructure	217,953	207,569	217,953	207,569
Grants - Dept of People, Sport and Culture	286,500	-	286,500	-
Grants - Dept of Social Services	897,630	830,313	897,630	830,313
Grants - Foundation for Rural & Regional Renewal	10,000	-	10,000	-
Grants - Katherine Town Council	-	5,000	-	5,000
Grants - National Indigenous Australians Agency	2,351,040	3,349,531	59,296	-
	<u>15,575,845</u>	<u>14,698,833</u>	<u>10,782,462</u>	<u>9,237,603</u>

Note 5. Rent received

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Rent	1,327,615	1,177,421	973,085	886,421

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 6. Sales and operating income**

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
HACC personal care income	45,990	32,340	45,990	32,340
Hire income	350	80	350	80
Project generated income	4,723,689	4,264,261	4,723,689	4,264,261
Sales - other	4,500	250	4,500	250
Sales - power cards	79,696	71,831	79,696	71,831
Contract Income	-	78,590	-	78,590
Flexible aged care program	375,181	261,457	375,181	261,457
	5,229,406	4,708,809	5,229,406	4,708,809

Note 7. Other income

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Interest received	179,896	478,887	179,597	473,242
Other income	671,000	758,607	671,000	758,607
Community Development Program income	4,865,704	5,117,050	4,865,704	5,117,050
Recoveries	50,014	13,782	50,014	12,059
	5,766,614	6,368,326	5,766,315	6,360,958

Note 8. Administrative expenses

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Accounting Fees	322,354	283,970	235,794	209,072
Accreditation	27,432	-	27,432	-
Administration fees	17,500	16,177	-	-
Advertising and promotion	202,975	3,463	202,975	1,763
Audit fees	24,292	24,250	15,042	14,000
Bank fees and charges	5,025	5,352	4,900	4,440
Bookkeeping and consultancy services	395,283	409,278	238,798	225,496
Centrelink service fees	3,884	2,877	3,206	2,393
Communications/IT	398,495	456,268	290,498	263,006
Consumables	55,786	41,808	55,786	41,808
Consultants fees	209,466	186,508	209,466	173,841
Insurance	193,841	172,250	137,145	139,504
Materials and supplies	26,827	15,753	15,615	15,753
Meeting costs	67,437	82,558	67,437	82,558
Minor office supplies	60,233	61,164	50,670	44,816
Printing and stationary	28,919	59,232	18,060	32,929
Recruitment and relocation	22,582	8,170	21,647	2,218
Rent paid	30,808	123,766	30,808	100,792
Resource materials	71,434	156,059	54,818	127,525
Storage fees	-	1,200	-	1,200
Subscriptions	22,818	27,580	22,818	27,580
Sundry expenses	182,771	83,484	75,095	29,747
	2,370,162	2,221,167	1,778,010	1,540,441

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 9. Depreciation**

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Depreciation - Buildings	2,231,519	1,631,652	2,005,122	1,435,923
Depreciation - Plant and equipment	371,031	394,545	244,074	267,062
Depreciation - Motor vehicles	337,634	278,359	278,468	204,401
Depreciation - Right-of-use-assets	816,374	648,627	780,569	584,919
	<u>3,756,558</u>	<u>2,953,183</u>	<u>3,308,233</u>	<u>2,492,305</u>

Note 10. Employee expenses

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Safety equipment	105,074	40,356	91,698	31,910
Staff training	221,987	208,307	149,806	168,961
Superannuation	1,385,859	1,102,154	1,065,290	851,504
Travel, accommodation and conference	129,099	79,339	110,015	74,260
Uniforms	17,694	19,889	15,625	14,522
Wages	12,940,034	10,941,918	9,919,583	8,470,518
Workers compensation	292,911	227,350	234,446	167,269
	<u>15,092,658</u>	<u>12,619,313</u>	<u>11,586,463</u>	<u>9,778,944</u>

Note 11. Repairs and maintenance

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cleaning/rubbish removal	292,826	427,200	156,469	113,405
R & M - Buildings	446,413	567,422	446,413	567,422
R & M - Gardens and grounds	95,565	131,727	95,565	131,727
R & M - Office Equipment	18,194	79,985	18,194	79,985
R & M - Plant and equipment	54,014	54,157	54,014	54,157
Replacements (tools, etc)	232	16,499	232	1,119
Pest control	1,333	3,400	-	-
	<u>908,577</u>	<u>1,280,390</u>	<u>770,887</u>	<u>947,815</u>

Note 12. Utilities

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Power, water and sewerage	415,720	425,927	365,487	379,257
Power cards	77,210	70,653	77,210	70,653
Rates and land taxes	144,920	155,367	143,716	153,869
Telephone	105,146	79,937	83,300	66,183
	<u>742,996</u>	<u>731,884</u>	<u>669,713</u>	<u>669,962</u>

Kalano Community Association Incorporated and its related entity
Notes to the financial statements
30 June 2025

Note 13. Other expenses

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Food	353,537	253,222	189,770	153,990
Freight	12,512	8,788	7,485	6,208
Grant surplus repaid	155,136	3,263	-	3,263
Hire/rent of plant and equipment	1,141	1,955	1,141	1,955
Legal fees	38,523	8,592	38,523	8,592
Meal expenses	48,923	34,007	48,923	34,007
Sporting equipment	21	12,277	21	12,277
Grant expenses	314,170	290,609	314,170	290,609
Loss on sale of fixed assets	-	29,317	-	29,317
Loss on termination of lease	1,674	-	1,674	-
	925,637	642,030	601,707	540,218

Note 14. Participant activities

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Provider contribution	-	330,425	-	330,425
Participant expenses	288,819	242,429	288,819	242,429
Pre-Employ & Work Related Docs	14,595	21,034	14,595	21,034
Training - Participants	283,466	331,149	283,466	331,149
Other Expenses - client activities	179,089	141,029	179,089	141,029
	765,969	1,066,066	765,969	1,066,066

Note 15. Cash and cash equivalents

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash at bank	13,415,993	13,030,749	10,356,244	9,521,182
Cash at bank - Term Deposits	10,613,001	10,510,261	10,613,001	10,510,261
Cash at bank - Debit Card	15,519	12,095	15,519	12,095
Cash on hand	6,048	5,275	6,048	5,275
	24,050,561	23,558,380	20,990,812	20,048,813

Note 16. Cash Flows Information

(a) Cash at the end of the financial period as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash on hand	6,048	5,275	6,048	5,275
Cash deposits with bank/securely held	24,044,513	23,553,105	20,984,764	20,043,538

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 16. Cash Flows Information (continued)****(b) Cash advanced to related parties**

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Centrelink payment received for KCAAC customers	-	-	283,690	115,826
Other expenses paid for KCAAC	-	-	(713,984)	(463,398)
	-	-	(430,294)	(347,572)

Note 17. Trade and other receivables

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Trade receivables	1,236,302	1,367,397	958,953	1,227,092
Less: Allowance for expected credit losses	(1,003,011)	(945,211)	(764,188)	(760,143)
	233,291	422,186	194,765	466,949
Grants receivable	140,000	3,399,366	140,000	3,399,366
Other receivables	505,088	736,958	503,528	736,958
	645,088	4,136,324	643,528	4,136,324
	878,379	4,558,510	838,293	4,603,273

a) Accounts Receivable are aged as follows:

Accounts receivable are \$1,236,302 and \$1,367,397 as at 30 June 2025 and 30 June 2024, respectively. The ageing analysis of these receivables is as follows:

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Current [30] days	149,546	298,972	133,506	390,417
Past due [30-60] days	42,299	58,306	28,469	51,572
Past due [60-90] days	56,637	38,499	44,557	28,794
Past due [>90] days	987,820	971,620	752,421	756,309
Total	1,236,302	1,367,397	958,953	1,227,092

The other classes within trade and other receivables do not contain impaired assets and are not past due. Based on the credit history of these other classes, it is expected that these amounts will be received when due. The consolidated entity does not hold any collateral in relation to these receivables.

b) Fair value and credit risk

Due to the short-term nature of these receivables, their carrying amount is assumed to approximate their fair value.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivables mentioned above.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 17. Trade and other receivables (continued)

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Opening balance	945,211	671,463	760,143	529,755
Bad debts written off	(95,995)	-	(59,843)	-
Expected credit losses expense	153,795	273,748	63,888	230,388
Closing balance	1,003,011	945,211	764,188	760,143

Note 18. Property, plant and equipment

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Buildings - at directors valuation	17,071,800	17,071,800	17,071,800	17,071,800
Buildings - at cost	14,561,328	7,926,699	13,302,594	6,667,964
Less: Accumulated depreciation	(10,550,679)	(8,319,160)	(9,663,946)	(7,658,824)
	21,082,449	16,679,339	20,710,448	16,080,940
Plant and equipment - at cost	4,173,359	3,894,002	3,397,258	3,199,790
Less: Accumulated depreciation	(2,933,003)	(2,561,978)	(2,474,912)	(2,230,844)
	1,240,356	1,332,024	922,346	968,946
Motor vehicles - at cost	3,024,475	2,743,969	2,473,422	2,192,916
Less: Accumulated depreciation	(1,760,574)	(1,755,322)	(1,446,183)	(1,500,097)
	1,263,901	988,647	1,027,239	692,819
Work in progress	1,121,605	5,204,742	778,180	5,204,742
	24,708,311	24,204,752	23,438,213	22,947,447

Valuations of buildings

The value of property was derived from the valuation undertaken by Herron Todd White for financial reporting purposes on 10 May 2019. The Council members believe that this value represents the fair value as at 30 June 2025

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

Consolidated	Work in Progress \$	Buildings \$	Plant and Equipment \$	Motor Vehicles \$	Total \$
Balance at 1 July 2024	5,204,742	16,679,339	1,332,024	988,647	24,204,752
Additions	2,322,791	228,701	279,363	612,888	3,443,743
Disposals	-	-	-	-	-
Transfer from WIP	(6,405,928)	6,405,928	-	-	-
Depreciation expense	-	(2,231,519)	(371,031)	(337,634)	(2,940,184)
Balance at 30 June 2025	1,121,605	21,082,449	1,240,356	1,263,901	24,708,311

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 18. Property, plant and equipment (continued)**

	Work in Progress	Buildings	Plant and Equipment	Motor Vehicles	Total
Consolidated	\$	\$	\$	\$	\$
Balance at 1 July 2023	-	17,079,199	1,298,871	1,122,433	19,500,503
Additions	5,204,742	1,231,792	427,698	173,892	7,038,124
Disposals	-	-	-	(29,319)	(29,319)
Depreciation	-	(1,631,652)	(394,545)	(278,359)	(2,304,556)
Balance at 30 June 2024	5,204,742	16,679,339	1,332,024	988,647	24,204,752
Parent	Work in Progress	Building	Plant and Equipment	Motor Vehicles	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2024	5,204,742	16,080,940	968,946	692,819	22,947,447
Additions	1,979,366	228,702	197,474	612,888	3,018,430
Disposals	-	-	-	-	-
Transfer from WIP	(6,405,928)	6,405,928	-	-	-
Depreciation expense	-	(2,005,122)	(244,074)	(278,468)	(2,527,664)
Balance at 30 June 2025	778,180	20,710,448	922,346	1,027,239	23,438,213
Parent	Work in Progress	Buildings	Plant and Equipment	Motor Vehicles	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2023	-	16,480,066	919,367	752,647	18,152,080
Additions	5,204,742	1,036,797	316,641	173,892	6,732,072
Disposals	-	-	-	(29,319)	(29,319)
Depreciation expense	-	(1,435,923)	(267,062)	(204,401)	(1,907,386)
Balance at 30 June 2024	5,204,742	16,080,940	968,946	692,819	22,947,447

The Association's properties are designated for tenancy to serve the housing needs of the three member communities: Rockhole, Miali Brumby, and Geyulkan. Both the land and the houses are owned by the Association.

At reporting date, the Association's capital work in progress of \$778,180 were for the Rockhole Community Fencing (\$623,248), Demountable office of CDP mechanic office (\$45,300) and new Flexible Aged Cared laundry building (\$109,632). Meanwhile, the Corporation had capital work in progress of \$343,425 related to the Venndale Rehabilitation Centre upgrades project. This included kitchen upgrades, refurbishment of the centre, and construction of a new building accommodating the sports room, women's sewing room, and art room.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 19. Right-of-use assets

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Land and buildings - right-of-use	874,323	752,457	874,323	752,457
Less: Accumulated depreciation	(476,445)	(391,452)	(476,445)	(391,452)
	<u>397,878</u>	<u>361,005</u>	<u>397,878</u>	<u>361,005</u>
Plant and equipment - right-of-use	101,542	110,046	101,542	110,046
Less: Accumulated depreciation	(49,079)	(75,460)	(49,079)	(75,460)
	<u>52,463</u>	<u>34,586</u>	<u>52,463</u>	<u>34,586</u>
Motor vehicles - right-of-use	2,682,041	1,676,805	2,682,041	1,608,475
Less: Accumulated depreciation	(1,631,463)	(715,318)	(1,631,463)	(662,793)
	<u>1,050,578</u>	<u>961,487</u>	<u>1,050,578</u>	<u>945,682</u>
	<u>1,500,919</u>	<u>1,357,078</u>	<u>1,500,919</u>	<u>1,341,273</u>

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

Consolidated	Buildings	Plant and Equipment	Motor Vehicle	Total
	\$	\$	\$	\$
Balance at 1 July 2024	361,005	34,586	961,487	1,357,078
Additions	278,186	66,956	595,073	940,215
Depreciation expense	(241,313)	(49,079)	(505,982)	(796,374)
Balance at 30 June 2025	<u>397,878</u>	<u>52,463</u>	<u>1,050,578</u>	<u>1,500,919</u>
Parent	Building	Plant and equipment	Motor Vehicles	Total
	\$	\$	\$	\$
Balance at 1 July 2024	361,005	34,586	945,682	1,341,273
Additions	278,186	66,956	595,073	940,215
Depreciation expense	(241,313)	(49,079)	(490,177)	(780,569)
Balance at 30 June 2025	<u>397,878</u>	<u>52,463</u>	<u>1,050,578</u>	<u>1,500,919</u>

Note 20. Trade and other payables

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade payables	746,804	2,270,292	762,292	2,216,556
Accruals	2,002,743	2,298,952	1,520,069	1,830,786
Superannuation payable	108,009	92,565	85,270	71,476
Clearing accounts (other)	59,668	348,373	36,602	325,344
Unexpended grants	110,000	3,025,000	-	2,925,000
Other creditors - ATO	253,733	147,440	138,565	-
Other payables	4,159	4,158	44,159	64,159
	<u>3,285,116</u>	<u>8,186,780</u>	<u>2,586,957</u>	<u>7,433,321</u>

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 20. Trade and other payables (continued)***Unsatisfied performance obligations*

The aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied at the end of the reporting period was \$110,000 as at 30 June 2025 (\$3,025,000 as at 30 June 2024) and is expected to be recognised as revenue in future periods as follows:

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Within 12 months	110,000	3,025,000	-	2,925,000

Note 21. Lease liabilities - current

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Lease liability	696,034	613,953	696,034	599,242

Note 22. Lease liabilities - non-current

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Lease liability	752,759	676,984	752,759	676,984

Note 23. Provisions - current

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Annual leave	879,162	757,899	768,431	643,850
Long service leave	258,761	202,801	258,761	202,801
	1,137,923	960,700	1,027,192	846,651

Note 24. Provisions - non-current

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Long service leave	74,415	30,408	61,652	30,408

Note 25. Reserves

	Consolidated		Parent	
	2025 \$	2024 \$	2025 \$	2024 \$
Revaluation surplus reserve	17,936,848	17,936,848	17,936,848	17,936,848

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 25. Reserves (continued)

Movements in reserves

Movements in each class of reserve during the current financial year are set out below:

	Reserves	Total
	\$	\$
Consolidated		
Balance at 1 July 2024	17,936,848	17,936,848
Movement during the reporting period	-	-
Balance at 30 June 2025	<u>17,936,848</u>	<u>17,936,848</u>
Parent		
Balance at 1 July 2024	17,936,848	17,936,848
Movements during the reporting period	-	-
Balance at 30 June 2025	<u>17,936,848</u>	<u>17,936,848</u>

Note 26. Retained surpluses

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Retained surpluses at the beginning of the financial year	25,278,172	21,095,621	21,417,352	18,158,686
Surplus for the year	<u>1,983,274</u>	<u>4,182,551</u>	<u>2,289,443</u>	<u>3,258,666</u>
Retained surpluses at the end of the financial year	<u>27,261,446</u>	<u>25,278,172</u>	<u>23,706,795</u>	<u>21,417,352</u>

Note 27. Economic dependency

The Consolidated Entity is dependent upon the ongoing receipt of grants from the Commonwealth and Northern Territory Governments to ensure the continuance of its administration of health, housing and employment requirements and the overall general well being of the members of the Kalano Community and their families.

Note 28. Contingent assets

The Consolidated Entity had no contingent assets as at 30 June 2025 and 30 June 2024.

Note 29. Contingent liabilities

The Consolidated Entity had no contingent liabilities as at 30 June 2025 and 30 June 2024.

Note 30. Commitments for Expenditure

The Consolidated Entity had no commitments for expenditure as at 30 June 2025 and 30 June 2024.

Note 31. Related party transactions

(i) Council Members

The names of the members of the Council who held office during the year are Angelo Costales, Ann Marie McDonald, Lazarus Manbulloo, Lisa Mumbin, Fabian Farrell, Kamish Rogers, Selina Baker-Jo, Somara Ryan, Glenn Nuggins, Rosie Birch, Samuel Marchant, Terrance Shaun Fredricks, and Gregory Mole.

(ii) Attendance of Meetings

Kalano Community Association Incorporated and its related entity
Notes to the financial statements
30 June 2025

Note 31. Related party transactions (continued)

	Eligible	Meetings
	Meetings	Attended - Full Council
Angelo Costales	5	4
Ann Marie McDonald	5	4
Lazarus Manbulloo	5	1
Lisa Mumbin	5	-
Fabian Farrell	5	4
Kamish Rogers	5	5
Selina Baker-Joe	5	1
Somara Ryan	5	4
Glenn Nuggins	5	4
Rosie Birch	5	5
Samuel Marchant	5	5
Terrance Shaun Fredricks	-	-
Gregory Mole	4	-

(iii) Key Management Personnel Compensation

The total remuneration paid to key management personnel of the Consolidated Group during the year are as follows:

	2025	2024
	\$	\$
Short-term employee benefits	1,099,734	932,483
Post employee benefits	112,187	88,413
	<hr/> <u>1,211,921</u>	<hr/> <u>1,020,896</u>

The parent entity and its related entity share the services of key management personnel and as a result the remuneration figures disclosed above are the same for both the Consolidated Entity and the parent entity.

There were no other transactions with key management personnel.

(iv) Transactions and balances with board members

The Council Members have access to the same services as all other members of the Consolidated Entity. As these services are generally community based services, the Consolidated Entity is not in a position to calculate the benefit that may be received by any individual member of the Council.

(v) Transactions with related parties

There were no other transactions with related parties during the current and previous financial year.

(vi) Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous financial year.

(vii) Loans to/from related parties

There were no loans to or from related parties at the current and previous financial year.

Note 32. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Consolidated Entity's operations, the results of those operations, or the Consolidated Entity's state of affairs in future financial years.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 33. Auditor's Remuneration

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Lowrys Audit - Audit services	23,866	24,250	14,616	14,000

Note 34. Financial Risk Management

The Consolidated Entity's financial instruments consist mainly of deposits with banks, accounts receivables and payables.

The totals for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies to these financial statements, are as follows:

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Financial Assets				
Cash and cash equivalents (note 15)	24,050,561	23,558,380	20,990,812	20,048,813
Trade and other receivables (note 17)	878,379	4,558,510	838,293	4,603,273
Total financial assets	24,928,940	28,116,890	21,829,105	24,652,086

	Consolidated		Parent	
	2025	2024	2025	2024
	\$	\$	\$	\$
Financial Liabilities				
Trade and other payables (note 20)	3,285,116	8,186,780	2,448,392	4,508,321

Financial Risk Management Policies

The Council members are responsible for, among other issues, monitoring and managing financial risk exposures of the Consolidated Entity. The Council members monitor the Association's transactions and review the effectiveness of controls relating to credit risk, financial risk and interest rate risk.

The Council members overall risk management strategy seeks to ensure that the Consolidated Entity meets its financial targets, whilst minimising potential adverse effects of cash flow shortfalls.

Specific Financial Risk Exposures and Management

The main risks the Consolidated Entity is exposed to through its financial instruments are credit risk, liquidity risk and market risk relating to interest rate risk and equity price risk.

a) Credit risk

Credit risk is managed through maintaining procedures (such as regular monitoring of the financial stability of significant customers and counterparties) ensuring to the extent possible, that members and counterparties to transactions are of sound credit worthiness.

Risk is also minimised through investing surplus funds in financial institutions that maintain a high credit rating or in entities that the Council has otherwise cleared as being financially sound.

Credit risk exposures

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 34. Financial Risk Management (continued)

The maximum exposure to credit risk by class of recognised financial assets at the end of the reporting period is equivalent to the carrying value and classification of those financial assets (net of any provisions) as presented in the statement of financial position.

There is no collateral held by the Consolidated Entity securing trade and other receivables.

Trade and other receivables that are neither past due or impaired are considered to be of high credit quality. Aggregates of such amounts are detailed at note 17.

The Consolidated Entity has no significant concentration of credit risk with any single counterparty or group of counterparties.

b) Liquidity risk

Liquidity risk arises from the possibility that the Consolidated Entity might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. The Consolidated Entity manages this risk through the following mechanisms:

- monitoring commitments and ensuring there are sufficient credit facilities to meet these obligations; and
- only investing surplus cash with major financial institutions.

The table below reflects an undiscounted contractual maturity analysis for financial liabilities and financial assets.

Cash flows realised from financial assets reflect management's expectation as to the timing of realisation. Actual timing may therefore differ from that disclosed. The timing of cash flows presented in the table to settle financial liabilities reflects the earliest contractual settlement dates.

	Within 1 year		1 to 5 years		Total	
	2025	2024	2025	2024	2025	2024
	\$	\$	\$	\$	\$	\$
Financial liabilities due for payment						
Trade and other payables (excluding provisions)	(3,285,116)	(8,186,780)	-	-	(3,285,116)	(8,186,780)
Financial assets - cash flows realisable						
Cash and cash equivalents	24,050,561	23,558,380	-	-	24,050,561	23,558,380
Trade and other receivables	878,379	4,558,510	-	-	878,379	4,558,510
Total expected inflows	24,928,940	28,116,890	-	-	24,928,940	28,116,890
Net inflow on financial instruments	<u>21,643,824</u>	<u>19,930,110</u>	<u>-</u>	<u>-</u>	<u>21,643,824</u>	<u>19,930,110</u>

Financial assets pledged as collateral

No financial assets have been pledged as security for any financial liability.

(c) Market Risk

(i) Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cash flows.

Kalano Community Association Incorporated and its related entity

Notes to the financial statements

30 June 2025

Note 34. Financial Risk Management (continued)

	Floating Interest Rate \$	Non-Interest Bearing \$	Total \$
2025 Financial year			
Financial assets			
Cash at bank	24,050,561	-	24,050,561
Trade and other receivables	-	878,379	878,379
Total financial assets	<u>24,050,561</u>	<u>878,379</u>	<u>24,928,940</u>
Financial liabilities			
Trade and other payables	-	3,285,116	3,285,116
2024 Financial year			
Financial assets			
Cash at bank	23,558,380	-	23,558,380
Trade and other receivables	-	4,558,510	4,558,510
Total financial assets	<u>23,558,380</u>	<u>4,558,510</u>	<u>28,116,890</u>
Financial liabilities			
Trade and other payables	-	8,186,780	8,186,780

Kalano Community Association Incorporated and its related entity**Notes to the financial statements****30 June 2025****Note 34. Financial Risk Management (continued)***(ii) Price risk*

Price risk relates to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices of securities held.

The Consolidated Entity does not have a risk management policy for price risk resulting from fair value movements because these are not material.

Note 35. Comparative Information

Comparative information has been reclassified and restated where necessary to be consistent with disclosures in the current reporting format.

Kalano Community Association Incorporated and its related entity**Council members' declaration****30 June 2025**

In the Council members' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards, the *Australian Charities and Not-for-profits Commission Act 2012* and *Northern Territory Associations Act 2003* and associated regulations;
- the attached financial statements and notes give a true and fair view of the Association's and Consolidated Entity's financial position as at 30 June 2025 and of their performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the Association and the Consolidated Entity will be able to pay its debts as and when they become due and payable.

On behalf of the Council members

Kem Duggi
President4 November 2025



**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 3 to 28, of Kalano Community Association Incorporated and its related entity (the Consolidated Entity) which comprises the consolidated statement of financial position as at 30 June 2025, 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 material accounting policies, the council members' report and the council members' declaration.

In our opinion, the financial report of the Consolidated Entity 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 Entity's financial position as at 30 June 2025 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 Entity 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.

Responsibilities of the Council Members for the Financial Report

The council members of the Consolidated Entity 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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

Council members are also responsible for overseeing the Consolidated Entity'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

This description forms part of our audit report.

LOWRYS AUDIT

A handwritten signature in black ink, appearing to read "Colin James".

Colin James, FCA
Registered Company Auditor

Darwin

Date: 4 November 2025

NOTES



Katherine, N.T.

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Kalano Community Association Aboriginal Corporation

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