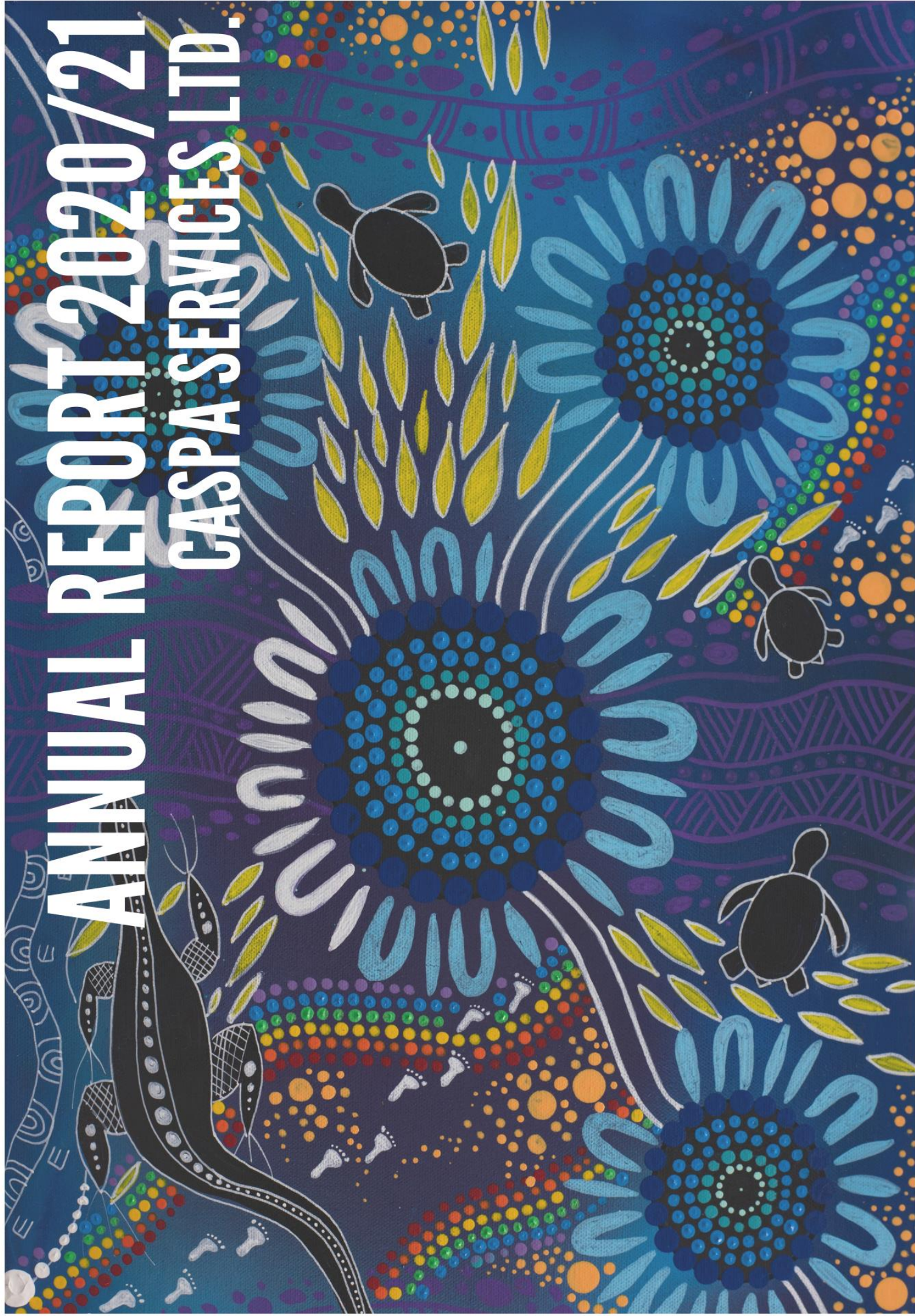


# ANNUAL REPORT 2020/21

## CASPA SERVICES LTD.





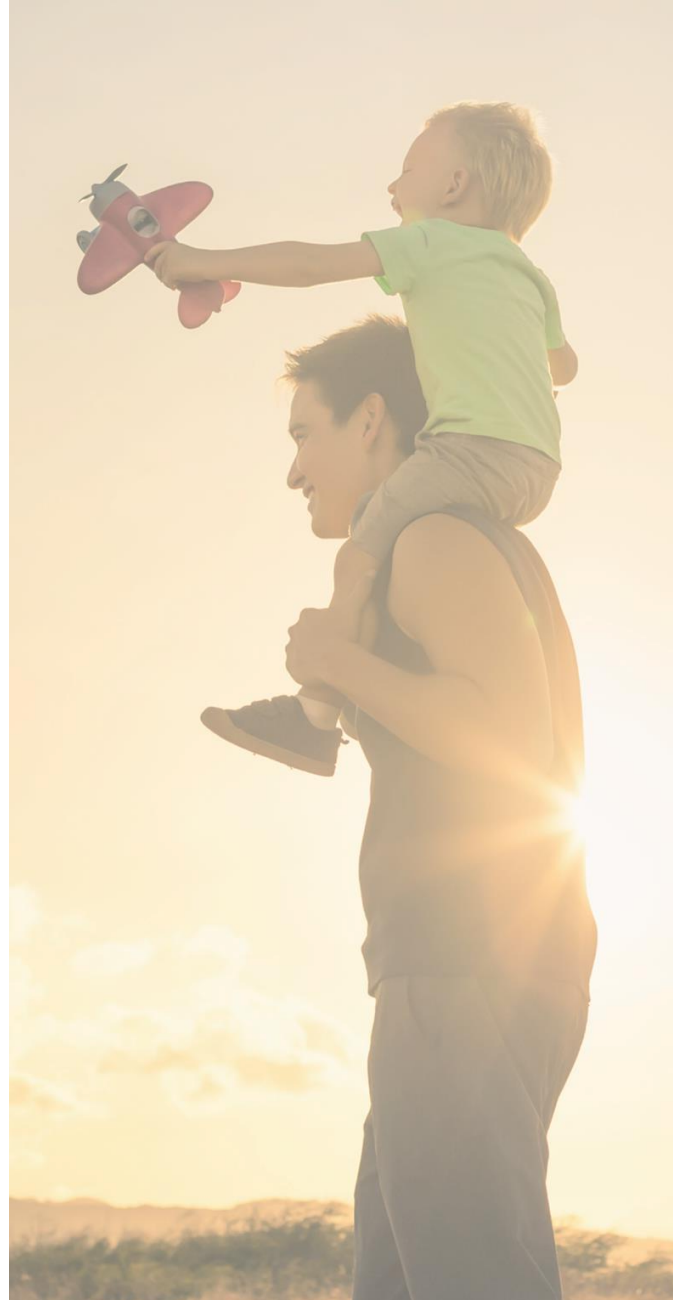
CASPA Services Ltd. acknowledges the First Nations people upon whose stolen lands we operate. We recognise that this land was never Terra Nullius - the land belonging to these people was never ceded, given up, bought, or sold. We recognise their continuing connection to their land, language, waters, sky and culture. We must consult with the Community and centre Indigenous values and experiences in all that we do. We pay our respects to Aboriginal Elders, past present and emerging.



CASPA is a Child Safe, Equal Employment Opportunity (EEO) employer. We are committed to diversity, equity and inclusion for our employees and the people we work with.

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*Front cover artwork*  
**Eurah by Laura Pitt**

**This artwork was created to symbolise the work of CASPA Services Ltd and to acknowledge the Gumbaynbggirr and Bundjalung people.**

**The following is the artists description of the artwork: The two animals represent the saltwater and freshwater people that come from near and far and the meeting places represents the connections between staff and children and other support networks internal and external, at the centre of CASPA's programs. The footprints signify the journey of each child during their time with CASPA and the yellow healing leaves throughout the painting represent the healing through CASPA's Therapeutic Care programs.**



This is now my third Annual Report and probably the most difficult to write, all due to one word – COVID.

Last year's theme, if there was one, was continued improvement and expansion. At the end of the 2019/20 financial year CASPA was in a sound financial position, well positioned on high ground but still subject to buffering and occasional high tides and weather.

Reliable funding arrangements remained a severe risk. We had reacted, as part of our 2019/2022 Strategic Plan, to diversify our financial footprint as quickly as possible. Funding from multiple Governmental sources and a build-up of private enterprise relationships were and still are essential.

We have launched the CASPA Foundation and look forward to a period of targeted and successful fundraising. The commitment is to look after young people leaving our care and providing them with the capacity and support to undertake a variety of tertiary education courses to enable them to stand on their own two feet. After all the work we have invested in them, we do not want them falling through the cracks.

Our huge leap of faith in the last 12 months was launching ourselves into the Northern Territory. Every possible aspect was subject to the most detailed planning and risk assessment. However, no-one could have foreseen how quickly and how widespread the ravages of the COVID narrative would be.

Our capacity to implement our expansion plans, undertaking to double our size and revenue streams, both intrastate and interstate, suffered drastically once border lockdowns became the norm. We hit a few hurdles (some expected some not) but never once lost sight of our goals and targets. We have persevered and survived.

The long-term horizon is not without difficulties with requirements for vaccinations becoming the norm as the health, safety and wellbeing of the children and young people who have been entrusted to our care is paramount.

**We have undertaken to help our young people to grow and thrive, and they deserve our total and utter commitment. Compared to what many if not all of the children and young people have suffered, COVID is a mere hiccup.**

We have undertaken to help our young people to grow and thrive, and they deserve our total and utter commitment. Compared to what many if not all of the children and young people have suffered, COVID is a mere hiccup.

As I write there may be light at the end of the tunnel in terms of the physical effects of the pandemic. It would be wonderful to draw breath and consolidate slowly. However, as I learned early in my tenure, slow and steady is not the nature of this sector and it is most certainly not in the DNA of CASPA.

Being at the cutting edge of all that we do does not allow for an idle moment. We have so much to achieve, and it seems there is never enough time.



This financial year will bring a new strategic plan, aiming to build on the strong foundations provided over the last three years. I look forward to the input of all the Directors and the management teams to provide further strength and clarity to our vision and purpose. It is essential that every member of the CASPA team 'owns' the Strategic Plan.

I commend yet again our CEO, Naarah, and her management team for their sterling efforts, and their commitment to our purposes. I especially want to thank those staff who undertook to relocate to the Northern Territory to commence this major exercise.

I mentioned last year that we had undertaken a major recruitment campaign to further strengthen our Board. We have been incredibly fortunate to snare the services of three wonderfully well qualified Directors, two of whom Peter and Rebecca are locals. Our third recruit Ross is just over the border, so we have seen little of him in real life.

Apart from the breadth of experience and talent, having a full Board of Directors allows us to build on our committee structure, so we have the areas of finance and audit, corporate governance and risk, and clinical governance well covered.

By the time of this report being read, we will have seen the departure of our longest serving Director, Patrick Higgins, who is standing down after some 5 years on the Board. He has been a wonderful contributor to the Board, and whilst he is stepping down from CASPA, he is most definitely staying in the NFP space working with children and young people. I thank him and wish him well.



**Nicolas Harrison,**

**Chair, CASPA Services Ltd.**



# ANNUAL CEO REPORT

As I pause and take the time to write my annual report this year it's not been easy to pinpoint the key moment, impact or event that occurred that should be focused on. It's been a year of so very many things, so many challenges and hurdles, but so many highlights all the same. CASPA had a big year whilst it stretched itself up and out into the Northern Territory, and Queensland. We continued to deliver a significantly large service profile in Northern NSW and scaled up to support more people and communities facing adversity as a result of the Covid19 pandemic. Some major focus points this year being the increase in restorations of children back to birth families, the establishment of a clinical governance framework and associated committee, the opening of the CASPA Café, the registering of Lawyers 4 Hope, and the expansion of services into the NT to name a few.

Notably, CASPA established Intensive Therapeutic Residential Care in Darwin and Katherine in the Northern Territory with the first home opening in February this year. Nine homes have been established since then with over 160 staff recruited to the newest operational team of CASPA. I couldn't be prouder of the team that drove the implementation in the Northern Territory. A plan that was supposed to take 12 months but was drastically reduced due to border closures and other Covid related difficulties, the implementation itself took 6 weeks from start to the first house opening.

Though far from ideal, the accelerated set up was for the most part a success with the usual barriers faced when delivering co-tenancy services to complex and high needs youth in out of home care. The challenge and the need for customisation and tailoring to meet individual needs within the model itself was required. Additionally, we proposed a new program to support kids exiting residential care. The program utilised the framework of our Supported-Independent Living (SIL) program in NSW. The NT government agreed to support a pilot program which is now in operation. Exciting opportunities exist in this space.

Establishing CASPA in the Northern Territory this year was strategically our major focus. As we approach the one-year mark, we are excited about how CASPA and other organisations can support each other to implement the priority reforms on the back of the Royal Commission into the detention and detainment of children. The appetite for collaboration has never been more prevalent both from government and non-government. The Northern Territory is an exciting place to be delivering services currently. An opportunity to deliver evidence-based services is growing by day in partnership with the people and communities in which they will be delivered. It's been a privilege for CASPA to be learning from First Nations people and services on the ground in the areas of the NT we are now operating. Collaboration in this context is transferrable to so many other areas of CASPA's work. We maintain a staunch commitment strategically and operationally to work towards cultural competency. To do so requires a layered and multipronged approach where communication, transparency and safety are the drivers of how we learn and share. It really has been a true privilege, challenging all the same and we will never stop learning.





Organisational culture is a living breathing component of CASPA, something as CEO I take so very seriously when undertaking a health check of the company. Like all organisations, the impacts of the pandemic have challenged our good people, and everyone has been affected. Workplace culture has been dramatically impacted by vaccination debates and requirements, policy changes, and momentous shifts in how we do and deliver some of our work. Remaining cognisant of staff wellbeing, ensuring communication has been prioritised, and changing the way we do business, has been key for traversing this difficult year.

My greatest lesson in all of this is the importance of ensuring voices are captured, recognised, and supported with nurture. Decisions have been made through necessity that have contravened the personal values of respected colleagues. Speaking only for myself, I have found this roadmap challenging and I have been pushed outside my CEO comfort zone. I have been challenged by holding colleagues and nurturing them through their own fears, values, and priorities. Workplace conversations we are having as a people couldn't have been scripted. It has been candid, unpredictable, and raw. The fluid nature of this pandemic has taught me more than any other defining moment in my career. I want to thank each colleague for the diligence and their respect in working with myself, the Board, and the Executive as we navigate the complexity and the ever-changing environment, we are operating in. The impacts are long lasting.

The annual report will showcase the many areas of CASPA in the 2020/21 Financial Year and as such I will not focus on the stories so much but wrap up the year that's gone past with the acknowledgment that is deserved to the collective of CASPA, starting with the Board of Directors. The unwavering commitment the Directors have given the organisation has in turn given me the framework and the encouragement in which to drive the priority areas of our Strategic Plan in a climate of unprecedented uncertainty. The Directors have made themselves resources to staff, especially our strategic leaders and in return the flow on effect has been strong, focused, and diligent leadership. Major initiatives within our strategic plan have been achieved as evidenced throughout the annual report itself. As always, I acknowledge Nicolas Harrison, who on any given day, provides support, guidance, challenge, and commitment to me as CEO. There is no rule book written for CEO's during global pandemics and having a Chair who continuously provides advice, expertise, experience, and guidance has been invaluable. He has researched solutions to issues and adds strength to our governance on a near daily basis.

I must thank Patrick Higgins who will cease his directorship with CASPA after this AGM. Patrick has been a pillar of strength and brought with him a pure passion for the kids themselves. His motivation has always been to contribute in ways where he can see opportunities opening for our teenagers in particular. Whether it be through housing based on his knowledge as a respected Real Estate Agent, or through his voluntary work as a Rural Fire Fighter volunteer. Patrick has been woven in to the CASPA fabric and he should be commended for the commitment he has made through some turbulent times in CASPA's operating history.

I always take the time in preparing for the AGM to reflect on the team that have walked alongside me in the year. I say it every year I'm sure, but the truth is, you are only ever as impacting as the team who walk with you, and the commitment they all make to each other to operationalise a strategy. The Executive team are now spread across 3 separate geographical locations, have been separated physically by border closures and travel restrictions, and largely have been in working from home environments for most of the year. They have delivered on major priority areas of their work plans and are to be commended for their relational approach to yet another year of being separated at least physically from many of their teams. I thank the Executive team personally for the support they provide to me. Not every CEO gets to say that their team hold the space, hold the fort, steer the ship, let CEO's stay in pyjamas for the day and tend to the other parts of life such as home-schooling kids in lockdown, but I certainly can. Collectively they are a rock to me and CASPA is in great hands.



The year has caused me to question how CASPA survived, or more accurately, I survived without an in-house legal team. In our first full year of having the legal team in place we have intervened on many legal matters which would otherwise have been outsourced. Much of the work that has been done has been trailblazing and inspirational. To work with David Heilpern is an honour, to watch him mentor and guide a colleague in her role as paralegal is awe inspiring and to be the CEO that benefits from having the backing of such wisdom and exemplary legal nous is quite simply, an honour.

And finally, of course my acknowledgment and respect must go to the staff who now make up the near 700 people workforce that CASPA is. Growing the organisation to service more and more vulnerable people during the pandemic comes with its epic challenges. Growing a workforce of people and giving them the injection, they need to understand and immerse themselves in a workplace philosophy and culture during a pandemic is even more challenging. Our frontline workforce makes up the majority of our people, they are the backbone of everything we speak of and celebrate as we prepare for an AGM.

To develop a workforce of people who support vulnerable others in their time of need weighs heavily. It is the single most important task of an organisation like CASPA, and our forward-facing staff do things every day that I will never hear about that impact and change the story of another person's life. It is this commitment that drives our culture even in the hardest of times, where voices become divided. That purpose unites us in our work. It is a great pleasure to lead CASPA, and I am excited about what's to come.

Finally, I want to thank and name Samantha Mearns and Elise Taylor who have made up CASPA's very small but very efficient Marketing team who have put this annual report together. For an organisation our size, they pump out work as if they were a team of 10. As always, sorry I was late 😊

**Naarah Rodwell,**

**CEO, CASPA Services Ltd.**

**"The CASPA Coffee Cart will give young people in care the opportunity to develop skills that will support them into employment. Creating pathways to break the cycle of disadvantage is the ultimate goal."**  
**Naarah Rodwell, CEO**



# BOARD OF DIRECTORS

**CHAIR NICOLAS HARRISON B.A., LL.B., FAICD, FGIA. FAMI.** Nicolas is a Barrister-at-law, and a Company Director with special interests in the not-for-profit and charity sectors. He has a longstanding commitment to community service, having served on and chaired numerous community-based Boards and committees over 40 years. In his 50 years as a Barrister / Lawyer, he has been a Deputy Senior Crown Prosecutor, Adjunct Professor at Southern Cross University, NSW Law Society Councillor, and a RAAF Reserve Legal Officer. His passions are corporate governance, especially ethical behaviour, and the art of communication.



**CEO & COMPANY SECRETARY NAARAH RODWELL** Having joined CASPA in 2012, having over 15 years of professional experience in the sector. Naarah has been instrumental in building CASPA's service offerings by introducing a therapeutic foster care program, family support programs and a dedicated vision to diversify the organisation beyond Out of Home Care and into early intervention services and NDIS. This has led to CASPA to becoming a leader in Therapeutic residential care, Foster and Kinship Carer, Family Preservation and Early Intervention work.



**TREASURER NATALIE WOODHEAD-TIERNAN CPA, MAICD** Natalie is a Certified Practising Accountant and has worked in Local Government for over 12 years. Over the past 15 years, Natalie has gained a broad range of experience in grants administration, taxation, asset management and financial services.



**PATRICK HIGGINS MAICD** Patrick is the Director of North Coast Property Marketing Pty Ltd and Licensee of Higgins Real Estate Lismore. Patrick brings an extensive background in Brokering and Financial Planning and experience in the property market to assist the Board in decisions involving property purchases and leasing of residential and commercial property for CASPA. Patrick has proud history of volunteering for many charities. He has been Senior Deputy with the NSW RFS for over twenty years, Captain & President of the Alstonville Brigade.



**CATHERINE BASHFORTH MAICD** Catherine saw an opportunity to contribute to her local community by joining the board of CASPA in 2018. Her experience gained over key roles in both the Private and Not for Profit sectors. Having held roles in arts organisations, professional and financial services, her skills include sponsorship and fundraising, financial management, asset management, communications, marketing, and community engagement.





# BOARD OF DIRECTORS

**REBECCA BELL ADJ ASSOCIATE PROFESSOR, EXECUTIVE MBA, GAICD** Over the past decade Rebecca has held a number of senior executive roles across health and community organisations. These roles have spanned health and care service delivery, policy development, strategy and business development. In her current role she is accountable for the health and wellbeing support for Medibank Private's 3.8 million members. Rebecca maintains several Non-Executive Directorships including the Primary Health Network of Sunshine Coast, Wide Bay and Central Queensland and Healthy North Coast. Rebecca has been included in the AFR Boss' Top 10 Young Executives. Rebecca is passionate about the wellbeing of young people and families and creating inclusive communities for our future generations to thrive. Born and raised on the North Coast, after time away for study and career, Rebecca now lives in the region with her own young family.



**PETER FRENDIN JP, GAICD** Peter holds qualifications in nursing, midwifery, post graduate qualifications in remote emergency care and a Master of Health Service Management. Peter is the CEO of Pearl Home Care, in-home aged and disability care providers across Australia. With management and advisory experience across a wide range of Health services in regional and rural Australia and overseas, Peter is passionate about the provision and access to quality Health Care for all including society's most disadvantaged.



**ROSS MORGAN MAICD, FGIA, CPA, FIML** Ross is an experienced Non-Executive Director and Board Committee Member in the social services, health, disability, aged care, legal, tourism, education and charity sectors. His Executive career has included time as a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and General Manager. Ross is an experienced Coach and Mentor. He is passionate about helping others and assisting regional communities.



**DONNA KILDEA CAHRI** Donna has worked with Summerland Credit Union for the last 20 years initially as a director, then Executive Manager-Corporate Services, Chief Operating Officer, Chief Risk Officer and Company Secretary. With over 30 years' experience in Human Resources Management with both private and public sector organisations. Donna has taught at the North Coast Institute of TAFE in Human Resources Management, Training and Assessment and has held a range of volunteer positions including Regional President and State Councillor of the NSW Business Chamber, member of Southern Cross University Council, board member of the Northern Rivers Conservatorium of Music, Chair of the 2018 Northern Rivers Red Shield Appeal and more.



# EXECUTIVE LEADERSHIP TEAM

"As CEO of the organisation, I would describe CASPA as an organisation that challenges it people to strive for better – there's a culture of being bold and brave and putting difficult moments, stories, and the needs of our service users at the centre of our practice and with that comes the need for our staff to be empowered, driven and passionate about those they support."

**Naarah Rodwell, CEO**



**Naarah Rodwell**  
Chief Executive Officer



**Brian Parker**  
Chief Finance Officer



**Nathan Baunach**  
Executive Director NT



**Peter Freer**  
Chief Operations Officer



**Angela Bontea**  
Executive Director General  
Programs



**Rita Karaminas**  
Executive Director Mid North  
Coast



**Kylee Gordon**  
Executive Director Therapeutic  
Programs



**Charmaine Patterson**  
Executive Assistant



**David Heilpern**  
In-House Lawyer



**Judi Allen**  
Quality & Practice Manager



# ABOUT CASPA

CASPA Services Ltd. is a non-denominational organisation which was formed in January 2017. CASPA Board and staff are passionate about providing support and protection to those most vulnerable in our communities. We are committed to conducting our work with compassion, transparency, and evidence-based understanding.

CASPA is highly regarded because of the industry leading, innovative work we do which has seen us undergo enormous growth in the past 12 months. It is a testament to CASPA's dedication to meaningful work with traumatised children and young people and families over the years to have our service regarded so highly. What makes CASPA so different is the appetite for creativity and flexibility in how we do our work – no one person is the same therefore no one way of supporting people should be the same and this way of working requires a robust workforce who can hold risk and navigate complexity with the safety and confidence required to be innovative and tailored.

**CASPA have established itself over many years by providing bespoke and innovative care models to children and young people with complex needs.** We have been a provider of choice to fill the gap in the service system when young people's trauma symptoms have prevented them from entering a mainstream contracted model of care. As a result of caring for some of the most complex needs young people in NSW, CASPA entered a capacity building phase and implemented the first fully in-house multidisciplinary clinical team to

service the complex young people and families who would fall through the cracks in the mental health and health system.



CASPA was one of the first three agencies to gain **five-year accreditation against the National Standards for OOHC** and maintain that accreditation for the last 15 years. In doing so we have built an organisation that has challenged the status quo and challenged an exhausted service system to rethink and redesign placement model when kids don't fit into that prescribed system.

The organisation has been built from the bottom up and has been small enough and nimble enough to be daring in a challenging funding environment and implement change management over a short time frame to ensure we worked to the evidence as it was coming out – this was largely underpinned by Trauma Practitioners such as Bruce Perry and Dan Siegal and set the bar to an exceedingly high place. This required intensive amounts of internal training and workforce development, thus a large investment in our people.

**As a leading child welfare and care services provider in our communities, we work hard every day to provide a better future for the children, young people, families and people living with disabilities in our care. We are dedicated to our work because we believe that every child, person and family deserves the chance to live a full and functioning life.**

# CONNECTING DURING COVID

As an essential service provider, CASPA staff continued frontline services during the pandemic. To alleviate concerns and answer questions, the CASPA COVID Taskforce has also proven to be an effective mechanism to assist with communicating the latest information across the organisation, implementing regular live updates to give staff direct access to the CEO and Q&A in real time. This demonstrated brave and courageous leadership and showed a level of vulnerability to over 600 staff. The use of live-feeds and social media with staff and carers became part of the CASPA fabric and this has continued as a key communication platform to connect with the workforce in real time.

**“Children achieve greater outcomes in all areas of their life when they have positive connection with their families.” Jacob Walsh, Family Supports Program Manager**

The WHS team were instrumental in developing a COVID Safety Plan to ensure preparedness in the event of a COVID outbreak and continuity of care for children and young people.

## Connecting kin carers

This year, foster care recruitment activities tripled, making CASPA an industry leader in all areas of operation. During this time CASPA were approached by the Department of Communities and Justice to complete an emergency assessment on Grandparents to provide care to their grandchildren. Recognising the importance of children remaining with family, CASPA was able to respond swiftly and complete the assessment; this meant the children did not have to reside with carers unknown to them. CASPA were informed that other providers had given timeframes of 3-6 months to complete this

assessment process, making this a priority the team had it finalized in a couple of days, whilst maintaining quality, fidelity and adherence to all OCG guidelines and legislation, this ensures that children can remain with family if they aren't able to stay with their parents.

## Continuing the journey to restoration

CASPA continued to deliver face to face services. The one program at CASPA that did slow down during COVID was our family time services operated by the Family Supports team. As mandated by the NSW Department of Communities and Justice, most face-to-face family time visits were ceased for several months. On the other side of this was the staff who were delivering frontline services in homes with families and young people. The Family Supports team balanced and continually assessed the safety of team members with the recognition that the families we work with require these services and reducing these services could derail their journey to restoration.

Despite the restrictions, over 5,000 family time contacts and mentoring sessions were conducted in the twelve months during the pandemic.

## Innovation through induction

Pivoting our induction training for new staff to be successfully delivered online has been a critical component of CASPA's substantial growth across both NSW and the Northern Territory during the pandemic in the past 12 months. It has also provided the opportunity for specialist team members from various departments to deliver modules and offer a direct line for Q&A which was not possible in a physical induction. The significant growth of the organisation, reach of services interstate and the impact of the pandemic on CASPA's services are the key reasons the business implemented online learning, electronic processes and increased specialist training.



# OUR IMPACT IN 2020/21



**7**

**OFFICE LOCATIONS**



**53**

**RESIDENTIAL HOMES**



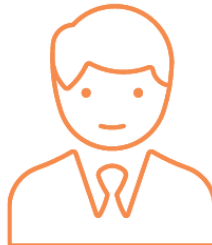
**2**

**EDUCATION CENTRES**



**198**

**FOSTER CARERS**



**623**

**STAFF**



**170**

**STUDENTS**



**41**

**NDIS PARTICIPANTS**



**275**

**CHILDREN**



**116**

**STAYS AT OUR FAMILY  
RESTORATION HOME**

# OUR PEOPLE INSPIRING CHANGE



## LOCATION

NT Katherine 6%  
NT Darwin 19%  
QLD 1%  
NSW Coffs Harbour 26%  
NSW Lismore 48%



## EMPLOYEES

Male staff 37%  
Female staff 56%  
Not specified 7%



## EMPLOYMENT TYPE

Casual 38%  
Part time 41%  
Full time 21%



## CULTURAL IDENTITY

ATSI 6%  
Non-ATSI 36%  
Not specified 58%



## LENGTH OF EMPLOYMENT

Less than 2 years 80%  
2-10 years 19%  
Over 10 years 1%

"The pressure of hiring 160 staff in 3 months was a massive undertaking for our back end staff and their efforts can't be over stated. CASPA's backend services have shown themselves to be innovative, nimble and incredibly hard working. Behind the scenes they have driven CASPA's success in the Northern Territory."

Peter Freer, Chief Operating Officer







CASPA responded to the Royal Commission into the Protection and Detention of Children in the Northern Territory, with reformed solutions for their out of home care system to create pathways to lead young people away from detention. In 2020, CASPA were awarded the contract to provide Intensive Therapeutic Residential Care (ITRC) in the Northern Territory. The implementation team arrived in January 2021 to begin recruiting, building the office space and ensure the houses were therapeutic and homely. In four months, 160 people were recruited to support nine ITRC homes in Darwin and Katherine.

The implementation plan was cut from 12 months to two months to go live with an onboarding of new staff in a new geographical location. The date was successfully met under what could only be described as significant duress, yet the success of the program is already being acknowledged.

CASPA's starting point for designing and developing ITRC services for the Northern Territory is **'Safe, Thriving and Connected:** generational change for children and families 2018 – 2023', the Northern Territory Government's reform agenda for the sector. The underlying intent of the reforms to *'ensure that children who require out-of-home care are cared for in culturally secure, trauma-informed, therapeutic environments and by their families where possible'* aligns entirely with CASPA's own strategies.

**The pilot program addresses the significant vulnerabilities of young people as they age out of care, with the risk of unemployment and homelessness far too prevalent.**

## Our NT programs currently include:

- Intensive Therapeutic Residential Care
- Transition to Independent Living (TIL) Program
- NDIS Registered & Disability Care
- Therapeutic & Clinical Services
- Training & Professional Development
- Building, Maintenance & Repairs Social Enterprise (Hammers 4 Hope)

## Transition to Independent Living

The Supported-Independent Living Program in out of home care successfully implemented across CASPA's Northern Rivers and Mid North Coast locations will be rolled out in Northern Territory under the name of Transition to Independent Living (TIL) as a pilot program for the NT Government.

Seeing a need for care plans for young people leaving care, CASPA approached Territory Families to pilot a program for young people exiting care. The young person chosen had been in residential care homes from a young age and after spending six months in CASPA's Intensive Therapeutic Residential Care program, entered CASPA's piloted Transition to Independent Living (TIL) program. The program has supported the young person with skills to live on their own in the community.

The program commences with a higher level of support which reduces over time as the young person becomes confident and self-sufficient, navigating to independence. Their story

provides great hope to other young people exiting care, many life skills have been achieved in the

short time since the pilot commenced, including how to do the grocery shopping, washing, how to pay bills on time and getting their driver's licence.

## Collaboration to achieve reform

CASPA believe that the objectives of the reform agenda and the needs of children, young people, their families, and communities are best served when service providers collaborate.

In 2021, CASPA Services was successful in being selected to deliver Commonwealth funded Children and Family Intensive Support to the Greater Darwin area. This funding will deliver support to vulnerable children and families so that these children are growing up strong in families and communities that are safe and nurturing. The program is being delivered in collaboration with leading agency, Larrakia Nation Aboriginal Corporation (LNAC). Outcomes of this program aim to support families and prevent them from entering the care system.

CASPA have collaborated with LNAC for a number of supports including cultural support plans for young people and cultural awareness training for Darwin based staff. LNAC are a key Aboriginal Community Controlled organisation and to strengthen our practise and theirs through collaboration is the key focus of our developing partnership.



## Hammers 4 Hope

Hammers 4 Hope is a CASPA social enterprise initiative in which profits from every job go directly to funding our services and facilities for vulnerable children and families in our community.

In late 2020, Hammers 4 Hope expanded its services into the Northern Territory to begin work on preparing the Darwin office, an open blank space, in preparation for some 160 staff to be hired over the coming months.



Our experienced tradespeople now offer traineeships to young people in care in both Northern NSW & Darwin locations. A traineeship with the Hammers 4 Hope team provides paid work in a supportive team environment giving young people purpose, direction, and a sense of belonging. The young people are engaged and have become role models for other children in care. We have watched the employed tradies gain immense joy from the role of mentor and teacher and we know this program is only going to grow. Who could have known the combination of a therapeutically trained tradesperson would be so ideal!

To further support the employment of young people with Hammers 4 Hope, the team at AEG Power Tools generously donated several powertool kits *to help get the new trainees on their journey.*



## Strengthening Families

Alaia's Place was established and officially launched in August 2020 as a home where children in Out of Home Care and their families can spend valuable family time together. Before Alaia's Place opened, Family Time was most often facilitated in motels, at the park, or shopping centres, these settings didn't always facilitate quality time and didn't support families to display a wide range of parenting skills. Alaia's Place is a home where families can stay, cook meals, watch a movie, have a BBQ, play in the backyard, read their children a book before putting them to sleep in a bedroom. This allows our therapeutically trained family support workers to evidence strengths and identify gaps where further support is needed and can be specifically targeted.

Since opening the space has been utilized by families 116 times in FY21 and continues to support families towards the goal of restoration.

As the first home of its kind in the region, Alaia's Place is also available and has become a valuable asset to other agencies.



## Supporting young people inter-state

To address the increasing number of children in the care of the NSW Minister, who reside in Queensland, CASPA was asked to implement an Interstate Casework team to ensure that children on NSW Orders living in Queensland receive the same level of support. The workers in this team live in QLD, they're familiar with the way systems in QLD work such as Education and have been able to set up appropriate supports to cater for the needs of those Carer families.

## SafeWork NSW



The SafeWork NSW Awards are the premier safety awards in NSW and promote high standards of work, health and safety in workplaces around NSW. CASPA Services entered these Awards this year centering the submission around CASPA's continual improvement for client and staff safety. The submission was successful in making it through to the final round of judging.

## 2021 Lismore Business Awards

This year CASPA staff members were finalists at the Lismore Business Awards, which showcases businesses of excellence in the Lismore region. Education Manager, Jess Grace, and Family Supports Program Manager, Jacob Walsh were finalists in the Outstanding Young Business Leader category, which recognises an inspirational business leader who demonstrated outstanding entrepreneurial spirit, strategic business direction and innovative ideas.

Executive Director General Programs, Angela Bontea was awarded the Outstanding Employee Award, which recognises an inspirational employee who has demonstrated a passion for their role and a commitment to their workplace and community.



### 2021 Northern Rivers Regional and NSW State Business Awards

At the 2021 Northern Rivers Regional Business Awards, CEO Naarah Rodwell was a finalist in the Outstanding Business Leader category, recognising outstanding entrepreneurial spirit, strategic business direction and innovative ideas, whilst providing leadership to the new generation.

CASPA Services were Highly Commended as an Employer of Choice in the region, recognised for having implemented strategies and initiatives to create stimulating and supportive workplace environments to maximise the full potential of their workforce.

As a winner at the local awards, Angela Bontea progressed to the Regional Awards, where she was awarded the 2021 Northern Rivers Regional Business Awards winner for Outstanding Employee. Angela progressed as a finalist at the 2021 State Business Awards hosted by Business Australia.

### Third Sector Awards

The Third Sector Awards are a national awards program celebrating and recognising the best NFP practices around Australia. CASPA were represented in two categories, Emerging Not for Profit of the Year and Board Director of the Year, Nicolas Harrison. In both categories CASPA were chosen as a top 5 finalist.



It is a proud achievement for CASPA to be recognised on local, regional, state and national platforms for a range of achievements, from individual, WHS practices, HR and employee engagement and innovative programs and services.

### International Women's Day

International Women's Day is celebrated annually on March 8 to commemorate the cultural, political, and socioeconomic achievements of women. Aboriginal Services and Supports Program Manager, Terri Bird was recognised as a *Local Aboriginal Woman in the community who goes above and beyond in her ongoing commitment to mob*. When asked what her passions were, Terri responded "To help, support and protect the most vulnerable in our society, our children and young people". Terri Bird is a proud Gumbaynggirr woman from Nambucca.







## A story from a birth parent who through the support of CASPA was able to have her children restored.

“CASPA came into our lives at a time when I was dealing with my own demons and my children went into the care of DCJ. Upon that happening we were in the middle of Covid restrictions so it made it hard for any kind of support within my family to be there for us.

I had to get myself back on track in order to gain my parenting responsibilities back.

Throughout this last year and a half I have had above and beyond support from the CASPA workers that were involved with us.

Roslyn was our little family's case worker. She has always provided us with the care that my kids and I need and has always done what's in the best interest of my kids. She is a warm and inviting woman, my kids and I love having her over. The CASPA workers who brought my kids to my contact visits were amazing also, Leanne, Dianne, Myles, and Rhyna are beautiful people. My kids and I grew very fond of you all.

I feel like I was the one who was blessed with this whole experience, because the people I have met along the way. You all have been more than supportive, like I grew a little extended family. My kids and I feel like the trust and care you have shown us has made all of this reasonably easy to copy with.

I know that once my order is finished, that communication won't end. You all have been a part of our lives in a time that can be very scary for anyone. Thank you to you all, my kids and I couldn't be more grateful then what we are. To be a whole family again.”





Recognition of the therapeutic work being done in the Mid North Coast, from the Australian Childhood Foundation:

“You truly are leaders and changemakers in the field of child-focused, trauma informed practice within the OOHC space. Over this time I have shared with the broader NSW team the innovative ways in which you support vulnerable children and their families, with OurSPACE management and other Therapeutic Specialists within the team responding in awe of the way CASPA hold children’s best interests in the forefront. This is in-line with the Safeguarding Children policies which underpins the work we do with the Australian Childhood Foundation and in sharing best practice models, [our] team have taken examples of your therapeutic work to their care team meetings when providing wraparound support with other agencies.

While such big change in this space can be challenging, knowing that the work you are doing is making a difference in reducing experiences of trauma for children this change is imperative and you are really setting a precedent in the sector.”

## Leadership team development

The CASPA Board and CEO invested greatly in the leadership team this year, engaging an external consultant to deliver support and group training to promote dynamic and thought provoking leadership. From this body of work has been born an exciting Leadership framework aimed at embedding and making identifiable the traits of a CASPA leader from the internal and external viewpoint. We have big plans for the in-house support development and promotion of our emerging leaders and the framework aims to enhance quality leadership at every level, leading to new leaders being mentored to emerge.

## In-house clinical training

With a rapidly expanding team of people across three states, 2021 was an incredible year for building professional capabilities at CASPA. Clinical Trainer Kate worked tirelessly throughout the year to assist CASPA to build an informed and resilient workforce equipped to achieve greater client outcomes through the design, development and delivery of evidence-informed clinical training packages. Kate started with CASPA in 2020 and by 2021 a full clinical training calendar was available for CASPA staff to embed the principles, practice and systems of therapeutic care, in line with CASA's Clinical Governance Framework. Kate coordinated and delivered tailored training across all CASPA sites, Lismore, Coffs Harbour, Darwin and Katherine and was instrumental in

ensuring new and existing staff had access to well-researched best practice professional development.

CASPA has a growing cutting edge practice culture. We are using evidence to inform every step, our design, development and delivery of Clinical Training. New courses offered in 2021 offered internally and externally included:

- Understanding the neurobiology of attachment and trauma
- Supporting children and young people who have been exposed to Domestic and Family Violence
- Applied Suicide Intervention Skills Training (ASIST)

ASIST Workshop feedback from ASIST Master Facilitator and Independent Contractor following co-delivery of two ASIST workshops, *"many mentioned how useful ASIST is specifically for all staff at CASPA, suggesting that it would be valuable for all staff - clinical, front line, admin and management - to have the opportunity to attend ASIST due to the nature of the work of CASPA working with vulnerable communities."*

*Delivery of ASIST is rigorous and complex. There are significant amounts of content and specific ways of facilitation that need to be learnt. I would like to make special mention of Kate, her role as Clinical Trainer is an incredible asset, and it is evident how much her role is so crucial in building workforce capacity. What a wonderful role for an organisation to have to allow for training like ASIST to be incorporated into CASPA service strategy."*

*Thank you again for inviting me in to support this process within CASPA. It has been an absolute pleasure to work alongside Kate and I can see how valuable this role is to your organisation. I'm looking forward to the future CASPA ASIST workshops."*



## The Coffee Cart

It has been a dream of CASPA's CEO to have an on-site café where children in care can acquire skills and experience in a safe, supportive business that would foster greater employment outcomes. In February 2021, 'The Coffee Cart' officially launched, the first step towards opening our Café and Catering social enterprise, a goal of CASPA's three-year strategic plan.

The aim of the project is to provide young people who have become disengaged with mainstream schooling opportunities to engage in skills-based experiential learning. This project provides young people an opportunity to build skills in hospitality and a pathway to employment after care.



CASPA Education students together with support of the Hammers 4 Hope team, designed and built the Coffee Cart. Each week students prepare food, take orders, handle

money, and make coffee for customers. Phase 2 of the Café is now underway, again with the support of both our Education and Hammers 4 Hope teams and will include a café and catering business.



As a result of this recent initiative, we have supported four young people to commence traineeships or undertake work experience with Hammers 4 Hope whilst the Coffee Cart has increased engagement and attendance at the Education Centre, particularly in the preparation of food for the café and already one young person has gained employment in the hospitality industry. The Coffee Cart has also created a safe, fun space that the young people enjoy spending time in, even outside of their dedicated education schedule.



The launch was attended by project supporters and local business representatives. The Coffee Cart has been hugely successful in building community support and staff engagement, seeing marked progress and confidence in the young people each week.

**Every step taken towards better education and employment outcomes can lead to improvements in almost every aspect of adult life: income, housing, mental and physical health, family and parenting, resilience, and self-efficacy.**



## Water is Life – *The Junbung Walkway*

Kerrie-Anne Maunder CASPA Family Supports Service Casino together with Ben West from Casino Sport and Recreation Association were instrumental in the design, development, and delivery of the Water Is Life Project in Casino. Water is Life – *The Junbung Walkway* has been a joint project between CASPA Family Supports Casino, Casino Sport and Recreation Association, My

Momentum

Collective and the Primary Health Network. Together

they created a walkway along the banks of the Richmond River, restoring and showcasing the natural beauty of the area using native Australian plants with edible,

medicinal and useful values. This project supported a healthy activity for local Casino students to learn about the river system and uses of native flora. The project highlighted the cultural importance of the Galibal people of the Bundjalung Nation, the traditional owners of the land, whilst showcasing an attraction of the site bringing all cultures together in appreciation, enjoyment and benefit from an area significant to the local people. An opening ceremony for NAIDOC week was held with Richmond Valley Council Mayor Robert Mustow, Kerrie-Anne and Ben with Auntie Leila Walker in July. Students who attended the



**As an educator with the NSW Department of Education, I work with many young people in out of home care and the associated care agencies. CASPA in particular ensure that their young people receive the best possible educational experience. This happens because CASPA employs Educational Consultants whose sole job is to liaise with schools and support young people in their care through transitions and challenging times.**

program attended the opening bringing along their families, the students continue to visit The Junbung Walkway together with members of the community, to connect with kin and culture.

## Supporting education outcomes

Sponsoring community organisations to engage young people and support their initiatives has continued this year. CASPA

recently sponsored the Balmuun Orara High Girls group, which had an overwhelming reaction from the school and the parents of the Balmuun Girls. This is a joint sponsorship between CASPA's Far North and Mid North Coast teams.

To show CASPA's support and acknowledgement of

the work done by the Aboriginal staff at the school, CASPA assisted the girls to attend a University taster trip to Sydney. It has been inspiring to work with the Balmuun Orara High Girls group to see how the Aboriginal girls are being mentored and supported to stay in school.

## Supporting the Richmond Valley

CASPA Family Supports Casino is a small team of community minded individuals who are highly regarded and experienced Family Support Workers and Practitioners dedicated to delivering support through targeted early intervention and prevention model to the Richmond Valley community. In the past year the team have provided 123 people with advocacy and support, advice and referral, exceeding predicted output numbers for targeted support and family capacity building engaging with 79 parents and carers with 66 achieving their Case Plan Goals.

## Lismore Suicide Prevention Collaborative Committee

CASPA representatives attend the Lismore Suicide Prevention Collaborative to contribute through advocating with funding bodies, policy makers and influential stakeholders to identify and address gaps in services to support the community and people we support. The committee have developed and are implementing an Action Plan to provide support and services to those most vulnerable and at-risk.

### Get Hooked with CASPA



CASPA's Coffs Harbour team were a local beneficiary of the NSW Government's Recreational Fishing Trust grant, which aims to improve and promote recreational fishing across the Coffs Coast.

This funding will be used to educate and skill up young people in out-of-home care on how to fish for food sustainably.

## Charities supporting charities



Carol & Greame Bonamy from Quilts 4 Kids have donated many beautiful handmade quilts to children living in care. Started by Diana Copper in 2006, Quilts 4 Kids is a community project to provide quilts to children experiencing adversity.

Carol and the passionate team of volunteers behind Quilts 4 Kids have recently surpassed the milestone of donating over 2000 quilts since they began in 2006.

The quilts have been well received by the children and young people in CASPA's care, with many of the support teams commenting on the positive impact the quilts have made.

**A quilt will warm your body,  
but also comforts your soul.**





The therapeutically trained, trauma-informed, qualified and dedicated educators in the CASPA Education team work to engage students who are disengaged from mainstream education. In collaboration with the Department of Education, CASPA's Education team think outside of the box to support students to achieve their education goals.

When Matthew came to CASPA at aged 10, he was completely disengaged from primary school. Struggling with several diagnoses, when Matthew did attend school, he would often leave within the first hour of attendance.

Matthew's Education Support Worker worked hard to successfully transition Matthew to high school, with the school's support, outside of school hours sessions were set up to allow Matthew to meet teachers and get used to the new school. After six months of daily school attendance, an unfortunate change in staffing saw Matthew withdraw again and refuse to attend school.

CASPA arranged school outreach sessions in the CASPA Education Centre where the school learning support officer would attend. After years of disrupted schooling, Matthew had all but given up on his education and engaging him was proving a difficult task. The Education team searched for ways to engage Matthew by identifying his interests and advocating for lessons to be focussed on his interests. Whenever they would struggle to get Matthew to engage, lessons would head to the beach and Matthew would happily participate.

When Matthew's support team started daily entries in his Life Skills Diary, designed to capture information regarding his abilities and interests, his Educator noticed that many of the tasks captured in the diary directly corresponded to the Education program. Through the implementation of a daily routine with lessons taking place at the CASPA Education Centre and the Residential care home, Matthew was able to achieve the outcomes of the Department of Education's 'Life Skills' program for year 9 students.

Matthew has now engaged in focused literacy and numeracy programs with tutors and an IT literacy program and is on track to achieve his goals of successfully completing year 10. As a result of the dedication of Matthew's CASPA Education Support Worker, not only is he on track to achieve his goals, Matthew's self-worth and confidence has grown.





### Building Stronger Spirits

The Building Stronger Spirits Committee purpose is to improve quality culturally competent care to Aboriginal and Torres Strait Islander children, young people and their families. Aboriginal children and families are a priority for CASPA as Aboriginal children are significantly over-represented in the statutory child protection, out of home care and juvenile justice systems. CASPA have established committees in NSW and the Northern Territory. The committee in the Northern Territory was established in collaboration with Larrakia Nation Aboriginal Corporation.

### Cultural collaboration

1 in 3 children and young people at CASPA identify as Aboriginal or Torres Strait Islander. Our team work closely across all of CASPA's programs to develop and support culturally safe and appropriate programs. We are connected with a number of external stakeholders to advise on cultural practice. Our team are dedicated to keeping Aboriginal families together.

CASPA acknowledges that quality cultural services are best provided by Aboriginal community-controlled organisations and will work collaboratively to champion and support this. Meanwhile, CASPA also has a responsibility to build its own capability in culturally competent services for current (and future) Aboriginal children, young people and families it serves.

CASPA have invested in establishing an Aboriginal Services & Supports program to address the business need to support children,

young people and families who identify as Aboriginal and Torres Strait Islander. The introduction of this program means that therapeutic plans are culturally appropriate. Many children in out of home care are off-country, meaning that their connection with culture, kin and community can be lost, these connections are critical for healing.

All staff engage in Cultural Respect, Reflection & Awareness training resulting in team members having a better understanding of trauma and the impact of intergenerational trauma amongst our Aboriginal families that we work with. The introduction of new CASPA Indigenous shirts is proving very popular.



### Inclusivity

CASPA actively supports local LGBTIQ groups and encourages staff and young people to participate in organised activities. CASPA were invited to participate in a podcast regarding the experience of LGBTIQ young people in care and how CASPA as an organisation can support them to navigate their gender and sexuality, requiring whole of organisation cultural shift to support all young people in their journey.

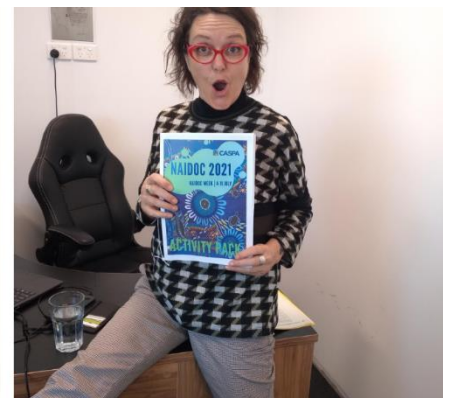
CASPA have been asked by the PSP Hub to produce a podcast on Identity and Culture. We will be discussing supports required for young LGBTIQ clients navigating their identity and gender in OOH. This will become a great resource for caseworkers across the state.

Wear it Purple Day was celebrated at CASPA to Start the Conversation about LGBTQIA+ issues that affect children and young people who are exploring gender and sexuality. Due to restrictions the event was held with all staff via Microsoft Teams. Team members discussed the importance of preferred pronouns and these have since been included on email signatures.

Our education centres display posters and resources about all different spectrums of gender and sexual identity. The team have

open conversations with young people about gender and sexual identity. There are many young people that go through gender exploration and their support teams are very respectful of peoples chosen pronouns and names. Staff also have varied gender or sexual identity preferences and have been able to support this with non-gender-specific bathrooms and respect for their chosen pronouns.

**“The strengthening of multidisciplinary team meetings has ensured collaboration, inclusiveness, and respect which then creates better outcomes for children.”**  
**Rita Karaminas, Executive Director Mid North Coast**



## Lawyers 4 Hope

Lawyers 4 Hope is an affordable specialist legal service available to smaller and vulnerable organisations and businesses who would otherwise find legal help and support unattainable.

Lawyers 4 Hope is the natural extension of the valuable work CASPA's In-house legal team have been performing under the Leadership of David Heilpern. David was the youngest magistrate in Australia at the time of his appointment. David is an Author, advocate and has a passion for supporting vulnerable young people.

The Lawyers 4 Hope team have supported CASPA throughout changes to Public Health Orders during the pandemic, support for young people and families and organisational support. The work of Lawyers 4 Hope will provide valuable income and donations to the CASPA Foundation which in turn will support care leavers all over Australia to gain further skills, training and qualifications in their chosen field.

## Housing crisis

A major component of our SIL program being successful is the provision of suitable rentals for young people as we support them to independence. With the Housing shortages being felt across the much of NSW, this has made it increasingly hard for us to secure rentals. We have successfully begun to market ourselves to real estate agents in the region to let them know not only the social and community benefits of helping us secure rentals to young people who have grown up in care but also from a business perspective. We have continued to grow and now support 26 young people in our SIL program in the New South Wales.

CASPA have attended many forums regarding the housing crisis particularly on the Far North Coast. Representatives attended the Housing and Homelessness Action Forum hosted by Member for Lismore, Janelle Saffin in May 2021. The forum's purpose was to find a better way to strengthen local advocacy and secure increased housing infrastructure amongst key business people and peak housing providers across the electorate.

## BAL Program

CASPA actively advocates on behalf of children and young people to receive bail. CASPA launched the Bail Assistance Line Program with Police and Youth Justice. 'Mandela House' is a house for young people who would otherwise remain in custody due to no suitable housing. It has successfully repaired relationship breakdowns and restored young people back to their families whilst diverting them away from detention.

## #RaiseTheAge

This year CASPA joined the call to #RaiseTheAge of criminal responsibility from 10 years of age to at least 14.

A small round table gathering was held with lawyers and business people to discuss the implications of children with complex trauma going to detention at such as young age. The event created greater awareness of this issue and how people in the legal profession can support and advocate for change. CASPA is advocating strongly for the law to change and has teamed up with Amnesty International with a view to promoting this important piece of advocacy with a collective voice in the next year.





## CASPA Foundation

The CASPA Foundation was established this year with the entity receiving full Charity status and registration. Due to restrictions, the official launch of the foundation will occur in 2022, with the purpose of providing financial support and scholarships to people in Australia with a care experience who are seeking to further their education and training. CASPA

CEO Naarah Rodwell is the Chair of the Foundation and significant plans are underway to deliver on a year of initiatives and events that will raise funds to be used for the purposes of the Foundations mission – to break the cycle of disadvantage by supporting care leavers with training, support and education by way of scholarships.



CASPA's Clinical Governance Committee was established and approved by the Board in 2021. The Clinical Governance Committee is entrusted with improving the quality of clinical care CASPA provides to children, young people, families and people with a disability. Reporting directly to the Board, this committee is comprised of Board representatives as well as key CASPA staff and has been established to ensure a consistently high standard of clinical services are provided to CASPA clients and their families, through a robust clinical governance framework.

CASPA developed the Clinical Governance Framework based on the National Model Clinical Governance Framework developed by the *Australian Commission on Safety and Quality in Healthcare*.

## Clinical Governance Framework



### Partnership

We actively collaborate with the people we support and key stakeholders in planning, design, measurement, and evaluation of service delivery.



### Person Centred

We place the person at the centre of service delivery ensuring practice is driven by their individual needs, context, goals, and aspirations.



### Recovery Oriented

We support people to develop their individual recovery pathway through collaboration and respect for their individual lived experience.



### Governance and Culture

Our Corporate Governance Policy fosters a reflective culture of safety and quality improvement throughout the organisation.



### Dignity Driven

We recognise that responses to adversity are adaptive and work with families to support them to build resilience.



### Trauma Informed

We recognise the high prevalence of harm, neglect, abuse, and/or violence experienced by many of the people we support.



### Safety and Quality

We implement current evidence-based best-practice standards to ensure compliance with legislation, promote safety, and deliver high-quality care.



### Strengths Based

We ensure on a person strengths, empowering them to overcome personal challenges and build efficacy, self-esteem, and personal growth.



### Cultural Competence

We respect and support the expression of cultural diversity in all aspects of service delivery.



### Performance and Effectiveness

Our staff are trained using evidence-based best-practice methods to ensure they are equipped with key knowledge of the systems, frameworks, and processes required to deliver safe, high-quality, and culturally competent care.



### Safe Environments

We ensure safe practice and mitigate the risk of harm by designing workspaces that consider the potential physical, psychological, sensory, and behavioural factors of the people we support.



### Active

Our Active Support model empowers people to reach their aspirations as independently as possible.







This year again has been challenging with the continuation of the pandemic. This year we have cemented the development of the financial system implemented June 2020. We have extended the application of this system to include our new Martus budget system. This has enabled us to electronically manage and monitor our continually growing budget.

The growth of CASPA Services Ltd budget is a result of the growth of our services in NSW with Department of Communities & Justice and the acquisition of a new five-year contract with Territory Families in the Northern Territory for Intensive Therapeutic Residential Care, adding approximately \$12m to our annual budget.

As mentioned, last year the financial system implemented was built in a way to accommodate this growth within CASPA Services Ltd.

CASPA Services Ltd has been audited in accordance with the provisions of the Australian Charities and Not-for-profits Commission Act 2012. In addressing the requirements of the Australian Charities and Not-for-profits Commission Act 2012, CASPA's audited Financial Reports together with the Auditors Report were presented to the CASPA Services Ltd Board 26<sup>th</sup> October 2021.

CASPA's 2021 financial position of \$801k surplus (2020: \$135k deficit) has resulted from an increased fee for service delivery, NDIS activities and a scaleable growth in frontline services from the NT Territory Families contract commencing February 2021. Specifically, NT has benefitted from the back-end services of CASPA and therefore the administration costs were kept low in the expansion.

CASPA's overall income has increased to \$46m 2021, compared to \$32m 2020 and \$25m 2019. The budgeted income for 2022 has increased to \$63m, a significant growth of \$38m in the four years since 2019.

#### Summary of financial report for the year ended 30 June 2021:

	2020/21 (\$000's)	2019/20 (\$000's)	2018/19 (\$000's)
<b>Operating Results</b>			
Operating Result surplus / (deficit)	801	(135)	80
Operating Results adjusted for non-cash items (depreciation)	1,662	509	240
<b>Performance measures</b>			
Current Ratio (Min DCJ Expectation 1.0)	1.01	1.04	1.06
<b>Net Working Capital</b>			
Cash Assets	543	8	1,818
Plus: Receivables	8,516	6,224	1,172
Less: Payables	(4,244)	(4,273)	(1,911)
<b>Sub Total</b>	<b>4,815</b>	<b>1,959</b>	<b>1,079</b>
<b>Indebtedness</b>	1,000	950	0
<b>Equity</b>			
Retained earnings	3,070	2,269	2,403
Asset revaluation reserves	177	177	177
<b>Total Equity (Including revaluations)</b>	<b>3,247</b>	<b>2,445</b>	<b>2,580</b>

It has been a very eventful year and it has been my great pleasure as CFO to work for such an exciting organisation and to lead a finance team who are so dedicated and have so much compassion. CASPA has great things planned for 2022 and beyond. Watch this space.

Brian Parker,  
CASPA CFO