


# ANNUAL REPORT

2021-2022



**CASPA**

*Inspiring people to thrive*





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.





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# From the CHAIR

NICOLAS HARRISON



When I addressed last year's Annual General Meeting, I quoted these words (which have been attributed to Archbishop Desmond Tutu):

**“There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they're falling in.”**

It only takes a moment's reflection to realise that has been a problem from time immemorable. People, and I'm talking now about young people in particular, have been falling into the river constantly.

More importantly, organisations like CASPA have been spending their time and energy pulling them out. And we keep doing it because we have to keep doing it. Because we are dedicated.

Because it's in our genes.

It is our mission to rescue those young people to give them a purpose in life and to help them thrive.

In a better world, there would be fewer young people to save because enlightened souls would have made their way upstream. They would have realised what the problems are and they would have been funded to find a multitude of ways to address them.

What we have in this lesser world is a system which is not interested in saving those lives in any meaningful way. It is seen as far more politically acceptable to spend limited funds on CASPA and all the other wonderful child welfare organisations around Australia, and to treat those organisations as temporary life savers.



So much more funding is spent by governments in all States and Territories on incarceration as a solution. We know it doesn't work. The experts know it doesn't work. Incarceration is seen as an easy solution because it fits the 'hard on juvenile crime' narrative which permeates each election cycle.

This continues to happen at a time when it is patently obvious that the problems are easy to identify and the solutions are easy (albeit expensive) to provide.

Just imagine if there was a government somewhere which had the political courage to halve the money spent on gaols and detention centres (\$700M+ on the new Grafton Gaol) and double the money spent on real and permanent solutions, which do not involve incarceration.

There must be greater emphasis on evidence-based alternatives to detention, including intensive rehabilitation and welfare-based responses, justice reinvestment projects, early intervention, prevention, and community-led diversion programs.


Until that happens as a priority, CASPA will have to continue to provide the specialist services for which it is renowned.

That of course depends on CASPA's ability to continue to be financially viable and to do that we must create economies of scale. It is part of CASPA's strategic planning that we work to increase our operational footprint in regional areas, providing our expertise to the most disadvantaged.

Such hopes are of course dependent on no more 'black swan' events.

As I write this report, it is about 30 months since Covid-19 struck Australia. Even the best thought out strategic plans addressing pandemics could not have contemplated the dire consequences of the arrival of that virus. My previous Annual Reports have addressed some of those consequences.

Just as we have been finding our feet post Covid-19, we have been hit with a second black swan, the Lismore floods. All the best laid plans very much went astray ("gang aft a-gley", as Robert Burns wrote.)



The consequences for CASPA, as for the whole of Lismore and the surrounding regions, have been horrific. Not only did we lose multiple homes in which our children and young people were located, our staff were similarly affected.

The resilience shown by all our staff, whether flood affected or not, has had to be seen to be believed. Putting aside their personal needs, they have taken every step possible to ensure our children and young people are kept safe and kept out of harm's way.

It is trite to say that an organisation's culture starts at the very top. In CASPA it most definitely does. On behalf of the Board, I have to acknowledge the role played by our CEO Naarah in her leadership of the entire organisation at all times but especially during these traumatic events.

I also salute her Management team and all our staff for their unwavering commitment to CASPA's ideals.

In conclusion, I also have to acknowledge the departure of two of our well-loved senior leaders.

Our CFO Brian Parker, who came to us in difficult times, will be retiring after the Annual General Meeting. He has been nothing short of a miracle worker during his regrettably shortened time with us, and he will be sorely missed.

Director Cath Bashforth, who is our longest serving director and who will have been with us almost four years, has elected to stand down at this Annual General Meeting. During my time of the Board I have seen Cath as the local 'heart' of the Board and I thank her for her words of wisdom and her sterling service.

By the time this report is being digested, we will have recruited one or more new directors to further strengthen our already highly skilled board. The recruitment process has involved, apart from the skills we know all boards need, a search for directors who will act with integrity, warmth and empathy.

That is the CASPA brand.

# A message from the CEO

## A year with **unique** challenges

The commitment of our people, encompassing kids, families, staff, carers and community has never been more awe inspiring than in the year of the catastrophic flooding events that hit the Northern Rivers of New South Wales early 2022.

The nimbleness of organisations delivering vital services has been tested more than is comprehensible in the last three years, with the 2019 bushfires, the Covid-19 Pandemic, and the floods that continue to ravish communities across the country.

HQ for CASPA being Lismore, meant we lost homes of young people in care, offices, and many of our staff lost their own homes and suffered great losses including the deaths of loved ones. It is in these moments that the sector shines, and shine we did.

Walking into an administration building of ours and seeing the devastation caused by the raging flood waters may well have been a career defining moment for reasons only attributable to the classiness, resilience and determination of the people of this great organisation. Nine properties of CASPA's were flooded, for the most part destroyed. Volunteers from our staff turned up in droves to begin the gigantic task of cleaning up. The priorities were so well managed with the housing and stability of the kids and carers affected at the top of the list.

To work alongside such a passionate, caring and committed workforce is something else when you are summing up the year that was. I feel a great privilege to be apart of CASPA and have never been prouder of the group that we are. You will read in this report, about the Wellbeing Hub that began



operating near instantly once the flood waters went down. You will read stories of how that centre has now evolved into the Northern Rivers Healing Hub, an ongoing and now funded service provision as part of a collaboration with other great organisations and services, to push out vital healing services to the community now traumatised by such a catastrophe.


What you might not hear about to the degree that it was, is the countless numbers of volunteers, hours and financial contributions made to ensure CASPA was able to provide food, water, essential items such as toilet paper, blankets, toys, clothing, counselling, and a soft place to fall for a hug to thousands of people in need. It is this resilience that defines the organisation, it is the trauma informed workforce that is able to give back when so many people fall down and it is the collaboration with so many other great services and organisations that keep the community strong as it continues on the long journey of recovery.

Of course, whilst the Northern Rivers was flooding, our operations elsewhere continued to establish with the Northern Territory Intensive Therapeutic Residential Care (ITRC) program completing its first full financial year of service delivery after being established in January 2021.

We welcomed to the team many new staff and appointed the Executive Director Northern Territory Services welcoming Nathan Baunach into the CASPA hood. As with any new venture, it has not been without its challenges but the implementation of therapeutic care into the Northern Territory service system through ITRC continues to drive our passion and appetite to reach those most vulnerable children, young people and their families.

We have established the foundations of our Education program in the Northern Territory with the secondment of a seasoned CASPA Education Coordinator in Darwin and are reporting on some exceptional outcomes for those kids engaging in the service. The service provision has also expanded with a formal partnership with CASPA led by Larrakia Nation Aboriginal Corporation (LNAC) to deliver early intervention and family preservation services to families across the Greater Darwin region. LNAC have been a guiding cultural expert as we scale up and prepare to support the delivery of these vital services in the year ahead to the people of the Larrakia Nation.

The outcomes this program aims to achieve will have far reaching positive consequences for the children, families, communities and in turn the Northern Territory government with an expected prevention of out of home care entries. I take this opportunity to thank LNAC for their expertise, trust and willingness to do this work together.





We have also began delivering ITRC in North Queensland with the establishment of services in Townsville this year and welcomed a small but committed and passionate workforce in there led by Operations Manager Justin Pascoe.

Service delivery levels whilst small are being scaled in a safe and planned way to ensure the foundational training and development of the recruited workforce is embedded.

Strategic alignment underpins any new service delivery we are undertaking, with a vision of supporting the most vulnerable children, young people and families in regional Australia. Collaboration with local experts, services and organisations in Townsville is key to our expansion and it has been heartening to contribute to an already very strong network embedded in the region.

We have continued to pledge our unwavering support and advocacy for the #raisetheage initiatives across the country, as a service provider in the Northern Territory, it has been a welcomed announcement to see the Labor government introduce legislation into the parliament to raise the age of criminal responsibility to 12. It is not the human rights globally recommended age of 14 but is a step in the right direction and one we hope the rest of the country will follow.

As part of CASPA's contribution to the solutions, we continue to research, develop and implement diversionary and preventative strategies into our programs with a view to report on qualitative data in the coming years detailing reductions in youth crime, entry to and recidivism rates of young people in juvenile detention.

We wrapped up the year by embarking on a new strategic plan, currently in its final stages of development. We are entering an exciting and overdue period in the sector with the transition of Aboriginal children, young people and families to the Aboriginal organisations who are far better placed to support them and their journey's. CASPA remains committed to the exciting future ahead for the people we serve and support with an innate understanding that children do better at home, with family and kin. We renew and build upon our commitment to this in our new strategic plan and look forward to achieving the aspirational outcomes we are setting out for ourselves as an organisation.

I thank the tireless and unwavering commitment of our Chair Nick Harrison and his fellow board, the staff, the carers, the children and young people, the families and the participants in our NDIS service provision for their contributions, I thank especially the teams I work with who have helped CASPA shine in a year that sought to take the shine away, it is my great pleasure to serve as CEO of this great organisation.



**A year of RESILIENCE  
and COMMUNITY**





The devastating February floods in Lismore left the community without homes and businesses including CASPA Services losing one of our offices. Being a community focused organization, our team jumped into action, from supporting the clean up to opening our Keen Street location so other local services and providers could continue to support the community – including a pop-up hair salon.

Our newly opened The Tuckshop provided a place of connection and respite, providing coffees and meals.

As we've done in the past, we also participated in Lismore's 28 year tradition – the Lantern Parade, which this year focused on bringing the community together in healing. Carrying our Pegasus lantern through the parade were members of our team and some of the young people we support. We also had a stall selling artworks created by our young people and T-shirts raising funds for the flood recovery.

We are proud of our staff and their community, can-do attitude that ensured minimal disruption to the vital services CASPA provides, as well as those of other providers from within our community.

# A Young Person's quick thinking and bravery saved lives

Around 11:30pm on the evening of Saturday, 26 February, \*James received a call from our CASPA After Hours team to prepare him for evacuation. He was advised to pack a bag to spend the rest of the night at the evacuation centre and more accommodation would be organised in the morning.

With midnight approaching, it was almost James' birthday, and this was not how he had envisioned the celebration - he was feeling overwhelmed by the evacuation and made the decision to stay in place at his unit where he had been progressing towards complete independent living.

At the time he made that decision the floodwater level wasn't an issue - however, that was to quickly change.

The flood levels rapidly reached the second story of James' unit building and he sprang into action.

Knocking on his neighbours doors to see if they needed assistance, James quickly located an elderly neighbour who was going to shelter in the ceiling. James encouraged his neighbour that the roof was a safer option and quickly pulled up cabinets and chairs to make a stairway for his neighbour but moving to the roof proved too difficult for the elderly man, so James carried him up to safety.



Just as he'd gotten his neighbour to safety, James heard another neighbour, a woman, now screaming for help as she was stuck in her unit. James reached her through a window and assisted her up to the roof as well.

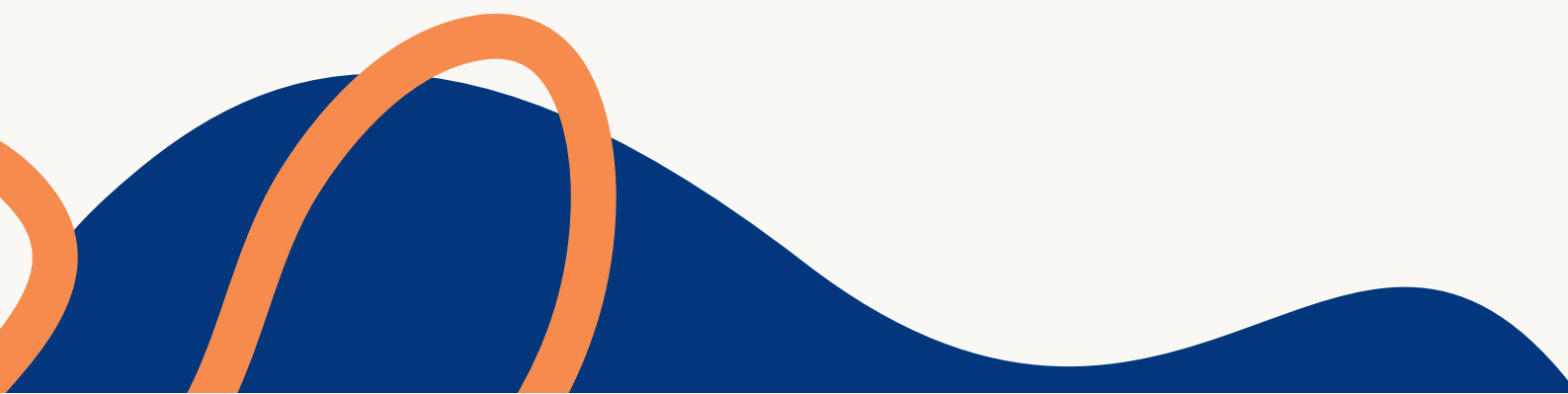
Trapped on the roof as it rained throughout the night James stayed awake keeping a protective eye on his neighbours.

As the sun rose James realised the elderly man needed medical attention and as he could not see any boats close enough to assist, he made the decision to swim across flood waters to get help.

Both neighbours were rescued as a result of James' quick thinking and assistance.

Whilst we acknowledge how dangerous some of the actions were that James took to rescue his neighbours, his concern for them and his bravery should not go unnoticed - this young man selflessly saved lives the night of the February 2022 floods.

\*name has been changed





Through the aftermath of the flooding in Lismore, CASPA saw a way we could further support the Northern Rivers community. Our main office was one of the few in the Lismore CBD that didn't sustain damage. We were lucky, but so many other providers of vital community support services weren't.

Partnering with counsellors and other mental health support providers who now needed somewhere to deliver services - the Wellbeing Hub was born, giving the community access to free services to support their recovery.

Together with The Tuckshop, the Wellbeing Hub became a safe space for community members to come and relax, with free coffee, meals and activities for children.

As we moved into the end of the financial year, the Wellbeing Hub continues to be utilized and we see around 50 members of the Lismore community each week, participating in services and activities such as basket weaving and yoga, and children in care have a space to connect and support their friends impacted by the floods.

# The WELLBEING HUB

# Impact on our Northern Rivers Community

Covid-19 has left some lasting impacts on members of our community, some having lost their jobs or their ability to work due to the virus. This has resulted in families being under financial strain, as well as an impact on emotional and mental health.

As 2021 drew to a close, families were facing a bleak Christmas including some that were facing homelessness. CASPA reached out to these families to offer support, covering their rental arrears and providing food hampers and gifts to ensure their Christmas day celebrations would not be disrupted.

Once again we were fortunate to have the support of local organisations to provide a brighter Christmas for the young people and families we support. Big W in Lismore, Arise Church and Good360 all contributed to our Christmas Appeal which distributed gifts and hampers to 79 kids and seven families.

This could not have been done without the support of these organisations and we extend our thanks and appreciation to them for choosing to support CASPA.





**“I let all my kids know that the food was all from CASPA and people who donated and also half the gifts - the rest were from Santa to keep the magic. They were all SO EXCITED”**



**"I wanted to let you know that I think you did absolutely incredibly, and it was far beyond anything I was expecting. It quite literally changed the day for us all. A million thank you's for the wonderful end to 2021 and I wish you all the best for 2022."**

**"I just wanted to thank you so much for the hamper it is amazing and so much stuff we are all overwhelmed with your kindness. The kids are so happy to have so much fresh fruit and veggies and pillows and everything you gave us I really can't thank you enough - your kindness has made our year."**

**"I just wanted to say a HUGE Thankyou to everyone involved in giving me and the kids the BEST Christmas ever. Seeing their faces Christmas morning was the best and they all felt the love."**

# Carers Awards Returned

Our annual Carers' Appreciation Dinner and Awards event had been put on hold for two years due to Covid-19, but with restrictions on events easing, it was exciting to bring our Carer families from across the Northern Rivers and Mid North Coast regions back together to connect and celebrate.

With the event on hold during Covid-19, it had given us the opportunity to create something really special.

The Superhero theme dinner and awards were held at Seaworld which allowed us to provide the families with overnight accommodation at Seaworld resort.

Creating a special weekend for adults and kids, goodie hampers were placed in each room awaiting family arrivals. With the support of our wider team, CASPA set up a Kid's Club at the resort, so our Carer's could relax and enjoy a night out, knowing the children were in good hands and had plenty of things to entertain them through the evening.

The following day, our Carer families enjoyed breakfast together at the resort along with access to SeaWorld to enjoy all the park had to offer.

We extend our thanks and appreciation to all our Carers and look forward to continuing this tradition of celebration in 2023.







# Covid-19 RESPONSE

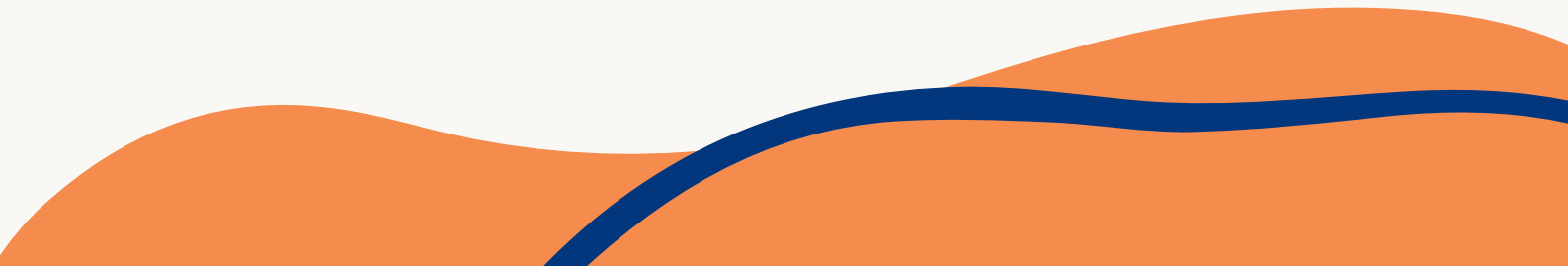
This last financial year saw us entering the third year of life with Covid-19.

Throughout the year we saw restrictions easing and borders re-opening, reducing the challenges of operating in multiple states and around the New South Wales and Queensland border community.

We continued to respond to Covid-19 throughout all our offices and service locations nationally, including all federal and state government requirements for masking, vaccination of staff, testing, and appropriate hygiene protocols at all sites.

Vaccination mandates and isolation periods for those that were exposed or caught Covid-19 made recruitment and rostering of staff a challenge we thank our team for working through this to ensure the least amount of disruption to the members of our community we support.

The health and well being of everyone we support, especially those that may be especially vulnerable due to existing health conditions or disabilities, remains our priority as we look forward to the impact of Covid-19 easing across our communities in the near future.



# Meet Our Board



**Nicolas Harrison**

*Chair*



**Naarah Rodwell**

*CEO & Company Secretary*



**Natalie Woodhead-  
Tiernan**



**Catherine Bashforth**



**Ross Morgan**



**Rebecca Bell**



**Peter Frendin**



**Donna Kildea**



# Our Executive Leadership Team



Naarah Rodwell



Brian Parker



Nathan Baunach



Peter Freer



Angela Bontea



Rita Karaminas



Kylee Gordon



Charmaine  
Patterson



David Heilpern



Judi Allen



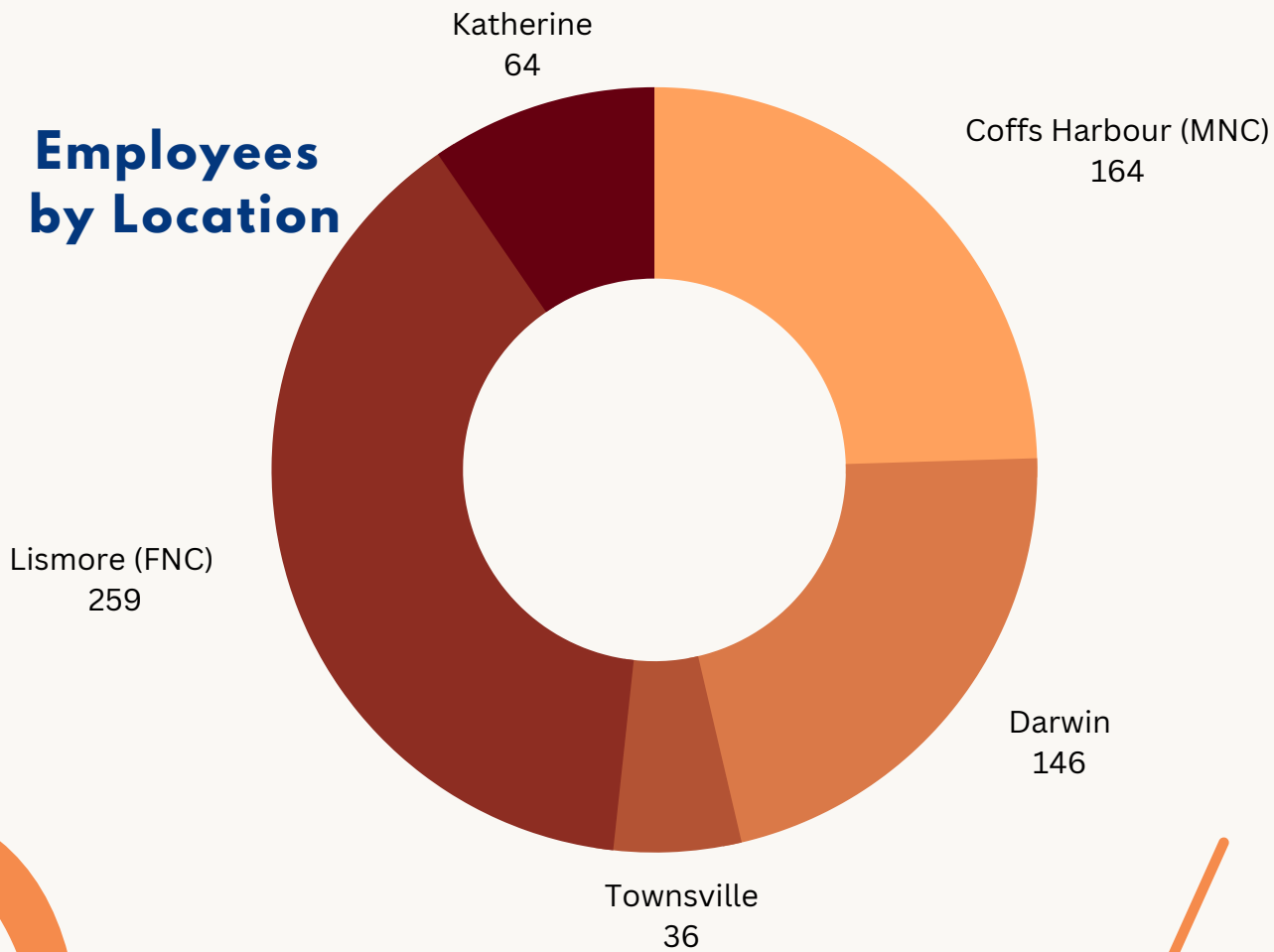
*'It's the small moments, like when a child holds your hand for the first time, that make being a foster carer special.'*

**CASPA FOSTER CARER**

# 2021-2022 SNAPSHOT

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## Employees by Location



669

CASPA employees  
across 5 Offices



# Our CHILDREN and YOUNG PEOPLE



24  
Residential  
Care Homes



74  
Kinship  
Carers



214  
Foster  
Carers



22  
SIL  
Participants



1  
Education  
Centre



45  
Student  
Placements



41  
NDIS  
Participants



16  
SIL Houses

# EXPANSION

**This year saw CASPA continue to grow across our NSW and Northern Territory service areas and expand into Queensland**

Our Northern Territory team grew by approximately 50% this year supporting successful outcomes from our Education team, NDIS team and through a joint grant submission with Larrakia Nation Aboriginal Corporation to deliver a Children and Families Intensive Support Program.

This Commonwealth funded program supports families at risk of their children to enter care, providing them with clinical and therapeutic supports to ensure they stay together.

CASPA's NDIS team increased disability support services with the addition of Community Access supports in Darwin.

Led by our Executive Director of General Programs, Angela Bontea, the team met with members of the Ngukurr community - a remote community about a 5 hour drive from Katherine - and provided families there with information on funding and supports, access to the scheme and our Support Coordination services.

In May 2022, CASPA expanded our Queensland footprint with the commencement of services in Townsville.

By the end of the financial year, we had added a second residence to our services

there and at the time of publication, added a third and are now employing approximately 35 local staff.

Our Intensive Therapeutic Residential Care program is delivering positive outcomes for the young people in our care and the team is seeing an extensive reduction in challenging behaviours.

Moving into 2023, CASPA is looking towards expanding our services in Queensland both regionally and with additional out of home care services and a focus on family preservation.






# Facilitating Cultural Connection and Care

CASPA's Aboriginal Services and Supports Program was first introduced in 2020 with the sole purpose of improving on and providing culturally competent care to Aboriginal and Torres Strait Islander children, young people and their families.

Aboriginal children and families are a priority for us with Aboriginal children significantly overrepresented in the statutory child protection, out of home care and juvenile justice systems.

At any given time Aboriginal and Torres Strait Islander children and young people make up 40% of all children we provide care and services to and as a non-designated agency, this was a staggering statistic and a commitment was made by our Board and Executive team to ensure we do all we can to preserve and enhance the culture and connection of Aboriginal and Torres Strait Islander children, young people and families in Out of Home Care whilst ever they receive our supports.

Providing culturally appropriate and safe programs to teach and enhance cultural knowledge is being achieved through our partnerships with Aboriginal Organisations across our service areas. These partnerships ensure our support programs are developed around community connection with culturally safe and appropriate resources for Aboriginal and Torres Strait Islander children, young people, their families, Carers and our CASPA staff including:

- Family Time and Kinship connections
  - Family finding
  - Consultation with family members to preserve family links
  - Renewing and reconnecting connections to country
  - Cultural Mentoring
  - Cultural programs on country
- 

# Aboriginal Services

The latter part of this year saw the expansion of our Aboriginal Services team moving into the Permanency Support Program area - hiring additional Aboriginal Cultural Support Workers. This role provides cultural support and activities to our Case Workers and young people and Carers. We look forward to utilising this team to support strong and safe transitions over the coming years.

At the time of publication, the role was expanding to provide cultural competency assessment for Foster Care assessors across our New South Wales Mid North and Far North Coasts, as well as advising on cultural safety for our Aboriginal team members.

We continued to run our Cultural Respect, Reflection and Awareness Training to our staff and Carers and will continue to provide it to other organisations with training booked in already from February 2023.

The team also partnered with other community groups and organisations for various events including Bundjalung, the South West Rocks organisation and National Parks. The National Parks event focussed on young people and was such a success it is planned for next year to extend to Carers as well.





# NAIDOC

NAIDOC Week activities in 2021 were impacted by Covid-19 lockdown. Our activity books were well distributed prior and we were able to conduct some activities once the lockdown was lifted.

We are grateful to Bunnings Lismore who supported our NAIDOC activities with a kind donation of some paint and plants.



# EPIC Research Project

Beyond critical and appropriate governance, policy and procedural responses, CASPA continues contribute to industry innovation and greater outcomes for children and young people and their families.

This year our Young People and staff were key participants in a significant research project, the Ethical Practice Involving Children (EPIC) conducted by the Centre for Children and Young People, Southern Cross University in collaboration with researchers from the Australian Centre for Child Protection at the University of South Australia, Flinders University, Charles Sturt University, the Children's Issues Centre at the University of Otago (NZ) and the Centre for Children and Young People's Participation at the University of Central Lancashire (UK).

This research is critical for strengthening knowledge, policy and practice concerning 'child safe' organisations by examining the role of ethical practice in improving children and young people's safety and wellbeing.

The research project was dear to CASPA's heart as it speaks to the core of what we continue to achieve, building and sustaining an ethical organisational culture conducive to preventing, detecting and responding to poor treatment of children and creating the conditions for children to be happy, thrive and to feel safe.







# EDUCATION real world TRAINING and EXPERIENCE

When our Education team were conceptualizing a new program for young people, the impact it would have on our wider community was yet to be fully realised.

Launched in February after securing funding through the Big Ideas grant, The Tuckshop was our latest initiative to support young people in care, offering a place for skill building and hospitality workplace training. Along with job skills, our young people working at The Tuckshop also benefit from gaining work experience and socialisation.

Within days of The Tuckshop opening, Lismore was devastated by floods.

The Tuckshop, along with the Wellbeing Centre became a community space for those feeling the impact of the floods to connect, grab a coffee and have something to eat.

For our young people, The Tuckshop suddenly became a real world training experience.

The Tuckshop is open on Mondays and Wednesdays with a full breakfast and lunch menu, and also now provides catering options for small groups.

[thetuckshop@caspa.org.au](mailto:thetuckshop@caspa.org.au)





# Rosella workshops

## An extension of hospitality training

Rosella plants have long been a bush tucker favourite and when our Therapeutic Specialist Kate Irwin had an ample of cuttings from trees in her garden, Kate and our Education and Training Facilitator joined the team at Sabine house for a lesson in rosella preparation.

Sabine house resident, Carrie\* who is currently undertaking hospitality training, led the team in cordial making – having done this many times with her Mum and community.

Many of the team at Sabine house are African and shared their fond memories of cooking with rosellas. A lot of cultural learnings were shared as everyone joined in singing and dancing while making rosella jam and cordial.

With plenty of rosellas left over, Carrie again lent her knowledge and expertise to the day, suggesting they be frozen and used to dye fabric – a workshop she is excited to run so she can share more of the traditions of her community.

\*name has been changed



# Stefan's Dream of Station Life

Having attended a workshop in horsemanship and cattle mustering, Stefan\* set his next goal to develop some skills to work with horses.

Supported by our Education team, Stefan understood that if he enjoys working with horses, that his personal safety is important and part of his experience will be listening and following direction. Throughout the workshop he did that, and more - leading a team through a few of the activities and even taking on the bull in the mustering activity!

The workshop, run by Yarraman, proved to be a great "taster" for Stefan who after the experience asked how he could have some one to one skill building with the workshop facilitator.

This time, our Education and NDIS teams joined forces and worked alongside Stefan to enrol him in a series of ten horsemanship sessions at Yarraman, funded through his NDIS plan.

Alongside his education and horsemanship training, Stefan has been invited to work alongside the Yarraman team at their next mustering show that features ground, horseback and helicopter mustering.

Once he completes his ten one-on-one sessions with the facilitator, Stefan will continue with Yarraman's employment pathway with more work experience and moving into casual work to continue to build his skills and ready him for employment on a station.

\*name has been changed



# Bridging the Gap

## Skilling trainees for apprenticeships

Earlier this year, Hammers4Hope trainee Milo\* had expressed a desire to work with the H4H team, however some personal skill building and planning was required before he could get on the tools.

Our team in Darwin worked with Milo to increase his capacity to better understand boundaries and appropriate behaviour to ready him for the workplace. Milo also needed to commit to continuing his education and as he shared that “school wasn’t for him”, Jaki, our Education and Training Facilitator researched other education pathways that would be more suitable.

Jaki arranged a placement for Milo with the Palmerston Youth Trade Centre (PYSC) in their Try a Trade Construction program. His enrolment in this course ticked a couple of important boxes for Milo - it met his continuing education requirement and provided him the flexibility in its schedule for him to join the Hammers4Hope team.

Milo has now developed his skills and experience that his facilitator at Palmerston Youth Trade Centre feels he could be ready to transfer to a Certificate 1 in Construction and placement in an apprenticeship.

This is a great result for Milo after the hard work and dedication he put into making this happen in such a short span of time.

\*name has been changed





# CASPA's team helps fulfill DREAMS

Jayden\* came into CASPA's care at the age of 16, from another care agency. It was important for CASPA to work with him to overcome his own trauma background and prepare him with the skills and confidence for his late teenage years and into adulthood.

Placed with CASPA's Semi Independent Living (SIL) team, Jayden was provided the support he needed to transition from out of home care to independence with a dedicated coordinator and skilled mentors as part of a structured and individualised life skills program.

Twice a week, Jayden was mentored by Pete, this allowed Jayden to develop his goals through consistent support. Mentor Pete role modelled appropriate behaviours and was a safe, consistent adult in Jayden's life. During the mentoring sessions with Pete would set goals for Jayden that included personal independent living skills, such as cooking, cleaning, budgeting, taking care of his health, and practicing good hygiene, as well as employment skills such as attending his appointments with an employment service provider, undertaking skill building courses and gaining casual labor work. Jayden also became certified as a Dive Master!

However, Jayden's greatest and most consistent dream was to join the army, something that he shared with Mentor Pete and his support team each day. Inspired by his mates who were already members of the Army Reserve - this was his ultimate goal.

CASPA guided Jayden and supported his ADF application and in January, his dream came true.

Mentor Pete is assisting Jayden with a plan to exit from care as he enters his military career, which will allow him to care for himself and be financially stable as he enters adult life. The Army will provide him with accommodation on campus and the opportunity to further his education and further mentoring from his Army colleagues.

We are proud of Jayden's achievements and the commitment and dedication of his mentor Pete. They have achieved a lot in the short time

Jayden has been in CASPA's care.

**Jayden's story is an inspiration to other young people exiting care.**









# NDIS

## Shifting the bar in disability services

In a year that saw many NDIS providers exit the disability sector, CASPA continued to grow our services with expansion into remote areas of the Northern Territory.

With NDIS participants having lots of choice of providers, CASPA continued to build our reputation and attract new participants through our focus on delivering a quality service.

Avoiding growth for growth's sake, our NDIS team have ensured the participants we support receive quality service, delivered by a well-trained team, designed around the individual.

We have found key to our service quality is investment in recruitment to find the right candidates - those that we can see share our vision and goals - to join our team.

# Blake's goals towards INDEPENDENCE

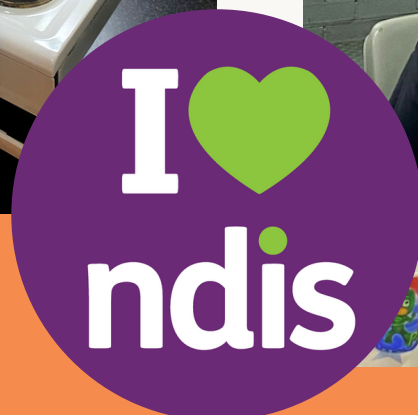
NDIS participant, Blake became part of the CASPA community two years ago – he was non-verbal and was often reliant on a mobility chair.

Since then, CASPA's NDIS team have been supporting Blake to build his skills and capacity for daily living and are incredibly proud of his achievements.

Blake is no longer non-verbal and practices words as part of his everyday. He also prepares his own meals with minimal supervision, declaring that he is, "a chef and an artist!" while making his favourite dinner of sausages, mash and vegetables.

However, Blake's biggest achievement towards daily independence is leaving his mobility chair behind. With the support of his CASPA team, Blake has been working daily on building his muscle strength and can walk without assistance.

"My life has changed dramatically", says Blake, "through perseverance and working with my amazing disability support workers I have managed to build my "super muscles" up with the doctors so that I can walk all by myself, I have even learnt my ABC's and can now also communicate my needs and jokes verbally without assistance."



# Family Support Services



Family restoration, when possible, can provide the best outcomes for children in out of home care. This is the focus of our Restoration Case Work and Permanency Support Program teams.

This year our Permanency Support Program team facilitated 35 family restorations across our NSW service area - a huge success for the team and a credit to their hard work and diligence focussed on achieving great outcomes for these children and their parents and even more meaningful for those 35 families.

Alaia's Place – is our residential setting in Lismore with the sole purpose of supporting family restoration. This fit for purpose property provides a more relaxed and private space for the facilitation of restoration with the support of our Restoration Case Work team. The home setting allows for parents to learn and display parenting skills that they wouldn't otherwise be able to in public spaces such as the shopping centre, or a park.

Alaia's Place offers a suitable environment for parents to provide care skills such as evening routines, dinner, bath and bedtimes, as well as morning routines and preparing their child for school.

Between July last year and February CASPA supported 40 different families in Alaia's place. However, due to the impact of the floods in Lismore, restoration support is no longer available there and we are looking forward to bringing in a new home to facilitate this program in early 2023.



# Why Family Restoration remains a priority

Where it is safe to do so, pathways to family restoration remain our priority. CASPA sees again and again how supporting families through the process result in greater outcomes, especially for the children.

With the end of her child's Supervision Order, proud Mum, Tracey reached out to our team with a massive thank you to CASPA for supporting her, and her daughter.

Tracey wanted to give special thanks for Kristy and Donna for being by her side – especially through the hard times. With her daughter back at home with her, Tracey now gets to watch childhood and family milestones being met. Her daughter is well settled, having her needs met and thriving.

Tracey continues to engage in counselling and works hard to provide for her daughter and ensure they remain together.



# Your donation could be life changing

Our donors of course, are generous and community minded, but it's rare that they get to see the full impact of their generosity and the difference it can make.

We would like to share one of our donation stories from this year, it centres around a family that was working through the restoration process when the mother's car broke down.

For most of our CASPA families, especially those living in regional areas with limited or no public transport options, having a reliable vehicle is vital.

The assurance that family members will be able to get to appointments, school and other activities can be something that many of us take for granted. When a family is undertaking restoration, not having a vehicle can be a crushing blow and impacting their ability to reunite.

Our Mum was advised by her mechanic that her car was not reliable and not worth repairing – devastating news for this family as the mother was living outside of town and could not provide for her family without a vehicle.

Stepping into the story is our CASPA donor who was going to sell one of their family cars but decided instead to reach out to us to see if we were aware of someone that needed a car.

The timing was perfect and we connected our donor with the Mum. She was excited and relieved and we were able to make arrangements for her to pick up the vehicle that same day.

Our donor met the very happy and grateful Mum and got to share in her joy and witness the true impact of their generosity.

Donation enquiries can be made at [connect@caspa.org.au](mailto:connect@caspa.org.au).





# We are the Village


## Introducing the CASPA Foundation

The CASPA Foundation aspires to provide the support to ensure any person with an out of home care experience is supported to reach their potential.

The cycle of disadvantage can only be broken if the village takes a stand.

The Foundation hopes to build the village across Australia and turn as many dreams into realities for people who came into the out of home care system during their childhood. These young people are too important to us and our community to let them fall back into a life without hope. We want them to continue to thrive.

CASPA Foundation Board Member, Nicolas Harrison, further explains the need, “as a Barrister with over 50 years’ experience in the criminal courts. It has been a constant source of distress for me to see young people, who have got off to a bad start, fall into a downward spiral of drugs, petty crime and then worse.



It's cheaper and far more effective than building new gaols, to provide evidence-based alternatives to detention, including intensive rehabilitation and welfare-based responses, justice reinvestment projects, early intervention, prevention, and community-led diversion programs.”

The CASPA Foundation is being established to ensure that young people who have reached the age of 16 and above, and who have been provided with an early chance, do not then fall through the gaps between leaving care and venturing into the real world.


We want to continue to provide those effective responses by enabling our young people, who are exiting care, to undertake further education and vocational training, whether it be university, TAFE or trade apprenticeships.

The Foundation will provide financial and in-kind support for young people exiting care to access education, training, skills development, housing support, HECS fees, to ensure they achieve their dreams and break the cycle of disadvantage.

The cycle of disadvantage can only be broken if the village takes a stand: we are the village. The Foundation hopes to build the village across Australia and turn as many dreams into realities for those people who came into the out of home care system during their childhood.

The Foundation is part of the CASPA family – a non-profit fundraising arm with charitable status.

Join our village by making a donation at [caspa.org.au/caspa-foundation](https://caspa.org.au/caspa-foundation).









CASPA's Hammers4Hope team had an incredible year that saw the service expand into the Northern Territory and the Far North Coast team kept busy following the floods in Lismore.

The Northern Territory expansion has also opened a continuing education pathway for some of our young people to gain the right experience for trade apprenticeship opportunities (see our Bridging the Gap story).

Our Hammers4Hope team continue to provide local maintenance services with some quoted works deductible from your tax and profits funding services for vulnerable children and families.

## Hammers 4 Hope

## Lawyers 4 Hope

A new service is being developed that will offer specialised legal services, but will also be part of the wrap-around supports we provide to our community's most vulnerable.

Lawyers 4 Hope will undertake in-house legal work for CASPA Services including disability, employment law, contracts, insurance, criminal law and care cases, provide vital training to CASPA employees - preparing them for court attendance, writing affidavits and understanding the complex legal environment of out of home care.

Lawyers 4 Hope will also provide advice and representation at tribunals and court for young people in our care and Carers.





This year saw CASPA Services Ltd navigating the conclusion of Covid-19 restrictions followed by major flooding in the Northern Rivers area of New South Wales. Even with these obstacles the 21/22 financial year saw CASPA continue to grow with its expansion into Northern Territory and now Queensland. We have two fees for service arrangements in the Townsville area to the value of \$2m per annum, with another two contract tender submissions in for Townsville and the Sunshine Coast to the value of \$5m per annum with Queensland's Department of Children, Youth Justice and Multicultural Affairs.

CASPA Services Ltd has been audited in accordance with the provisions of the Australian Charities and Not-for-profits Commission Act 2012 and in addressing the requirements of the Act, CASPA's audited and financial Reports together with the Auditor's Report were presented to the our Board on the 25th October 2022.

CASPA's 2022 financial position of \$520k deficit (FY 20/21 saw an \$801k surplus) has resulted from a deficit in our Northern Territory operations. This being our first year delivering services in the Northern Territory there have been teething pains and contract re-negotiations are now in place to adjust the contract to cover the cost of the services we are delivering as required.

The introduction of fees for service in Queensland will booster the surplus for next financial year (22/23), plus the possibility of additional services there still under going the tender process.

Overall, CASPA's income has increased to \$61m for the financial year, compared to \$46m in 2021, \$32m in 2020 and \$25m in 2019. The budgeted income for 2023 has increased to \$73m, a significant growth of \$48m in the past five years.

## Summary of the financial report for the year ending 30 June 2022

	2021/22 (\$000s)	2020/21 (\$000s)	2019/20 (\$000s)
<b>Operating Results</b>			
Operating Result surplus / (deficit)	(520)	801	(135)
Operating Results adjusted for non-cash items (depreciation)	417	1,662	509
<b>Performance Measures</b>			
Current Ratio (Min DCJ Expectation 1.0)	1.01	1.01	1.04
<b>Net Working Capital</b>			
Cash Assets	157	543	8
Plus: Receivables	5,887	8,516	6,224
Less: Payables	(3,624)	(4,244)	(4,273)
<b>Sub Total</b>	<b>2,420</b>	<b>4,815</b>	<b>1,959</b>
<b>Indebtedness</b>	<b>1,350</b>	<b>1,000</b>	<b>950</b>
<b>Equity</b>			
Retained Earnings	2,550	3,070	2,269
Asset Revaluation Reserves	<u>177</u>	<u>177</u>	<u>177</u>
<b>Total Equity (including revaluations)</b>	<b>2,727</b>	<b>3,247</b>	<b>2,445</b>

It has been a very eventful year again 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.

I am retiring as CFO from the end of 2022 and CASPA has hired a very exciting and vibrant replacement on Oxana Tkachenko. Oxana chose to join CASPA as she wanted to be part of a brave and innovative team who look to do things differently and challenge the status quo - she will bring a new layer of expertise and exposure to our organisation.

CASPA has great things planned for 2023 and beyond.



"Thank you for being so supportive! It certainly makes the journey of being a carer a lot easier."

"I have only been with CASPA for a few years but have enjoyed every event that CASPA have put on. In fact, hands down CASPA would be the best agency at providing support and celebrations for their carers."

**“Every child is one caring adult away from being a success story. Every child who winds up doing well has had at least one stable and committed relationship with a supportive adult”**

**- Center on the Developing Child-**

**HARVARD UNIVERSITY**



*Inspiring people to thrive*