Heart of our community
About this report

The Karingal Inc Annual Report 2016 provides an overview of Karingal’s performance from July 1, 2015 to June 30, 2016. The information in this document is reporting against goals and objectives of Karingal’s five year Strategic Plan 2012 – 2017 and includes information on activities supporting our vision, mission and guiding principles.

This report gives details on our services, how we have performed, a summarised financial performance and information on the people who have worked with us and for us. A financial statement report has been produced separately and is available to members and significant funders.

This report was presented at the Karingal Annual General Meeting on November 9, 2016.

We welcome your feedback
Feedback is important to us and contributes to improving the value of future reports for our readers. We welcome your comments about this annual report and ask you to forward them to us through the links on our website www.karingal.org.au

More copies of the 2016 Karingal Annual Report
Hard copies are available from:
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HEART OF OUR COMMUNITY
People shown on the front and back cover represent those members of Karingal community who remain at the core of Karingal services, supports as well as our mission and vision: Life Member, Board Director, client, parent of a person with a disability, supported employee, management, staff member and volunteer. They represent the ‘Heart of our community.’

Front cover from left:
Dr Brian Donovan, currently Karingal Board Director, former Karingal executive and organiser for the Geelong Parent Network.
Sarah Foley, supported employee and apprentice chef for Seasons by Karingal and currently attends trade school at Gordon TAFE.

Marcus Lovell, current Karingal client, supported employee at Karingal Kommercial and an award winning artist.
Robyn Bradshaw, current manager and former long-serving Karingal executive who has worked in the disability sector throughout her career.

Back cover from left:
Lorraine Simpson, Karingal Life member and long-serving committee member of the Parents and Friends Group.
Leanne Napper, member of the Eastern Hub reference group and Karingal senior manager.
Lee Considine, member of the Eastern Hub reference group and Karingal staff member.
Barb Chappell, member of the Eastern Hub community reference group and a long term Karingal volunteer.
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Who we are

When Karingal first opened its doors in 1952 it also opened up new opportunities for children with a disability and their parents. These parents had a simple wish – they wanted their children to have the same opportunities and supports that other children within the broader community had.

Today Karingal is a leader within the disability sector in Victoria, but this growth has not changed its focus. People with a disability, their families and carers remain at the centre of Karingal services – through its mission and vision and through the services it provides every day of the year.

Karingal comprises a nine member Board, 1753 staff and 212 volunteers, provides residential, respite, home-based and day activities for people with a disability and their families; aged services and mental health support across the Barwon South West of Victoria and in the Mornington Peninsula; employment in a supported environment in an Australian Disability Enterprise in Geelong; as well as disability and open employment services in Geelong, across Melbourne, Warrnambool, Colac, Bendigo and in offices in Queensland and Adelaide.

Karingal is an Incorporated body under the Victorian Associations Incorporation Act (1981) and a registered charitable association. Association membership is open to all people over the age of 18 upon completion of an application form.

For further information contact Board Executive Officer, Karen Grant on (03) 5249 8980 or kgrant@karingal.org.au

Registered Name: Karingal Inc
Registered Address:
Kardinia House
1 Riverview Terrace
PO Box 558
Belmont Vic 3216
ABN: 97 468 305 401
Reg Association No: A0038261E

CHARITABLE STATUS
Karingal is a recognised deductible gift recipient (DGR), endorsed by the Australian Tax Office. People who make donations of $2 or more to Karingal are able to claim the donation as a deduction when filing their personal income tax return.
Vision
A fully inclusive community where people with a disability live the life they choose.

Mission
Enriching peoples’ lives through support, advocacy, partnership and choice.
Report from the Chair

Chief Executive Officer of Karingal St Laurence will be Mike McKinstry (currently Karingal CEO) with current St Laurence CEO Toby oConnor to be appointed Chief Operating Officer.

This merger identified a number of benefits for the two organisations including combined expertise and strength, a greater geographical spread, potential for some cost savings by combining operations, synergies to create more services and opportunities and a stronger voice for consumers and families.

Both Boards are confident the merger will be successful acknowledging that respective cultures are based on being client focused and that both workforces share a strong commitment to offering innovative, flexible and responsive consumer-directed services to our clients.

Reflection on three years as an NDIS trial site

The NDIS trial period in selected areas across Australia has now concluded, including in our own Barwon region. The three year national rollout has now commenced.

Over the three years of the NDIS Barwon trial period service providers have experienced significant challenges to restructure their operations to meet the demands of the new system and new expectations of the scheme.

However there are overriding positives to the introduction of the scheme and these are, quite simply, the improvements and opportunities for individuals with a disability and their families. For the first time in Australian history, people with a disability have been placed at the centre of service provision, they make their own life plans and they decide on the opportunities they wish to take up. This scheme should be championed.

Through the trial phase in the Barwon region Karingal has had the opportunity to help shape the NDIS for Australia. This has at times stretched resources and challenged our systems. We understand and accept that these are the trials and tribulations of being in a trial site.

With the introduction of the NDIS, Karingal has grasped the opportunity to restructure to be more customer-centric, tested new services and supports for clients and families, and to further engage with people with a disability, other service providers and government.

We look forward to the NDIS moving from strength to strength over the next three years and to new and innovative ways we can deliver opportunities for people with a disability to live the life they choose.

Merger of Karingal and St Laurence

In last year’s annual report I stated in my report that the Karingal Board supported a strategy of growth that included “expanding services to be a top five national provider of disability services by 2020.”

I am delighted to report that we are now closer to achieving such a milestone following successful merger negotiations between Karingal and St Laurence Community Services which commenced in March 2016.

After an extensive stakeholder engagement process, Karingal and St Laurence confirmed they would merge on August 5, 2016, following ratification of special resolutions put to Association Members of both organisations.

The new entity will be called Karingal St Laurence (KSL) and during 2016/2017 the organisations will be taking part in a transition process to bring the two organisations under one Executive and Board. It will have an annual budget of over $150M and a workforce of over 2,400 employees.

Board Directors from both organisations will fill the nine Board positions for Karingal St Laurence. Members will be: Dr Patrick Lockie, Dr Brian Donovan, Dr Irene Irvine, Ms Diane James AM, Mr Stephen Roberts, Mr Michael Carroll, Mrs Cheryl Graham and Mr David McArthur. I have accepted the appointment of Chair of the new merged entity.
Our commitment to build more accommodation places

Since 2008, in partnership with people with a disability, families, community, state and local governments, and bequests and donations, Karingal has completed 11 housing projects, and expended over $7 million securing 52 accommodation places for people with a disability across greater Geelong and in Frankston and the Mornington Peninsula.

Karingal’s commitment to ensuring people with a disability can live as independently as possible, in appropriate accommodation and a safe environment, is highlighted through the expansion of its accommodation services during this year.

Two new projects were progressed including a housing development at Marshall which opened in October 2015 and a shared living home in Frankston where Karingal will be the service provider.

In Frankston, the house in Candlebark Crescent will be home for six people with complex behavioural support needs. The project was initiated by Frankston Peninsula Carers Inc and is a joint project with the Department of Human Services (DHS) and Community Housing Vic Ltd.

In February 2016 the City of Greater Geelong Councillors voted to support the Draper Street, Ocean Grove property being transferred to Karingal to build much-needed housing for people with a disability in the Bellarine area.

This project has been a key focus for Karingal, families and many in the community who have recognised a huge unmet need in the Bellarine region. Karingal will commit $1.8 million to build this property – as part of its new initiative ‘A House for Life’ project. Fundraising for this project will also commence.

Performance overview

2015/16 has been a year of investment, as Karingal continues to focus on supporting its many clients and ensuring long-term financial sustainability. This investment included setting up and expanding MatchWorks sites and increasing staffing resources to support the rollout of the new jobactive contract.

Karingal has continued to invest back into the community with capital expenditure of $15.4m. This included the completion of the Eastern Hub, further expansion of Barwarre Gardens Retirement Village, supported accommodation, MatchWorks expansion and continued investment into Information Technology infrastructure to support the operations and future growth.

Karingal’s total revenue for 2015/16 was $114.7m, an increase of $4.5m from the previous year.

Total operating expenses increased by $10.4 million to $113.5 million, driven largely by an increase in staffing resources to support the rollout of the new MatchWorks jobactive contract.

Karingal’s Net Result for the year ended June 30, 2016 was a small deficit of $0.6m, with Karingal’s net assets as at June 30, 2016 being $69.5m.

For further more details see pages 38 to 40.

Changes to Board and thanks

This year we saw the departure of three Board Members:
Kylie Cirak and Vittoria De Stefano retired from the Board on 1 February 2016 and Tony Ficca retired on 30 June 2016. Kylie served on the Board from March 2010, Vittoria since January 2013 and Tony since May 2006. On behalf of the Board, I thank them for their work and dedication.

I also thank all current Directors of the Karingal Board for their commitment to the organisation in a voluntary capacity.

Rod Payne
Chair Board of Directors
I would like to thank Karingal Association Members, Board Members, Executive, staff, clients, families, business partners and community leaders for welcoming me into the organisation and community. What a massive year it has been for Karingal, and a whirlwind 12 months for myself, as I have learnt about our organisation and our people, as well as settling back into the Geelong community, a city that my family and I have always felt very much at home.

A few words on the merger with St Laurence

The merger announcement with St Laurence on August 5 was a significant step forward for Karingal and its community. I would especially thank the Karingal Members for their careful and positive consideration of this major change for the organisation.

For me, this merger is primarily about providing clients with a comprehensive range of services now and well into the future. The disability services sector has significantly changed and will continue to change well into the future. Without a strong and secure foundation, disability services providers can be left floundering and ultimately clients will be left with less choice.

This is a time of significant change that will pave the way for Karingal and St Laurence to grow stronger into the future. This merger will mean Karingal St Laurence can move forward with more certainty for our clients and families and that we will be here providing services for many years to come.

From Good to Great

I have been impressed with the work that is being done and the outcomes achieved across the organisation by our dedicated staff. I was impressed at the diversity of work being done and, as the leader of the organisation, I reflected on if and how things could be done better, smarter or more efficiently.

As part of our commitment to continuous improvement and our growth strategy, during the year we launched a new program called ‘Good to Great’. It recognises that both Karingal (and MatchWorks) is a very good organisation but like all organisations we know there are opportunities to get better.

At the Karingal Manager’s Forum we held in Melbourne during the year, we discussed the Good to Great program and workshopped five specific areas which make up a great organisation. They are:

- Leadership
- Teamwork
- Staff Engagement
- Client/Consumer Experience and
- Strategy and Execution

It was an excellent way to kick start the efforts and opportunities across the organisation and, through this process, we have taken our first steps on how we will embrace change, innovation and growth into the future.
Continued success for MatchWorks

MatchWorks enjoyed outstanding performance results across its jobactive contracts validating the efforts and costs involved in setting up across three states last financial year. For the June 2016 Star Ratings period the following regions received the maximum 5 stars: Bendigo, South Eastern Melbourne and Peninsula, North Eastern Melbourne, Western Melbourne, Barwon and Adelaide South. Somerset and South Coast of Victoria also performed strongly, receiving 4 star ratings.

MatchWorks was the only 5 star jobactive provider in Bendigo, North Eastern Melbourne, Western Melbourne and Adelaide South.

MatchWorks’ staff and management’s contribution to this performance reflects hundreds of people moving into jobs and sustaining them in ways that fundamentally improve people’s lives.

All our MatchWorks DES sites have worked hard to reach good star ratings at the end of this performance milestone period and at a mature contract point where this becomes increasingly more difficult to achieve.

MatchWorks scoops Awards

MatchWorks enjoyed continued success at this year’s National Employment Services Association (NESA) Awards for Excellence, with a MatchWorks job seeker and employer taking home major awards.

Mornington job seeker Tom McGann won the Achiever of the Year Award while FUSO Geelong and MatchWorks took out the Innovation in Disability Employment - team award.

MatchWorks Bendigo employment consultant Sylvia Phan was a finalist in the Employment Consultant of the Year category, but was pipped at the post by Queensland’s Penelope Weatherall.

Since the NESA awards were first held in 2008 MatchWorks has won a total of nine major awards.

Capital works program continues to be full

EASTERN HUB GEELONG

Eastern Hub Geelong, Karingal’s unique and inclusive community space, was officially opened in April by Member for Geelong Christine Couzens and Karingal Chair Rod Payne in front of more than 150 guests.

The $6.5 million centre was built on the original Karingal site on the corner of McKillop and Humble Streets, with funding from the State government, local businesses, the community and Karingal.

The development of the hub can be attributed to strong community spirit. It started in 2010 when the Eastern Geelong Community Centre reference group came up with the idea of combining a community centre with Karingal’s recreation and leisure activities for people with a disability.

More recently, the community generously contributed to the Karingal Foundation Eastern Geelong Community Centre Appeal. Many thanks to everyone who contributed to the development and construction of Eastern Hub Geelong.

HEAD OFFICE

Construction of a new head office is poised to start during the next financial year following the issue of a planning permit for a site in Belmont, which Karingal purchased in 2012, and approval of the plans.

As a new merged organisation, Karingal St Laurence will consolidate corporate and administration staff into one head office once the construction is completed, estimated by late 2017. The benefits of this consolidation includes productivity savings by sharing of staff and resources, improved communication, shared facilities such as training/meeting rooms and a modern work environment. The cost of the building will be approximately $12 million.
Changes to the Executive

We welcomed Renae Lowry this year who was appointed as the new Executive Director of MatchWorks following a long and successful career working in employment services, at the frontline of operations and as a senior manager both in Australia and overseas.

This year we farewelled Michael Wasley Executive - Director of Strategy and Partnerships. Michael has taken on the role of CEO at Very Special Kids. Michael started with Karingal in 1996 and was General Manager of MatchWorks from 2008 to 2015.

Making a difference

If you want to know the difference that Karingal makes to peoples’ lives, look no further than our major events.

The Karingal BacLinks Summer Workplace Big Day Out in December, 2015, the Karingal Foundation Hundred Hole Hike in January, 2016, and the Geelong Awards for People with a Disability in February, are all shining examples of Karingal’s commitment to creating a fully inclusive community.

As an employee volunteer for the Summer Workplace Big Day Out at Adventure Park in Wallington, I enjoyed a day full of laughs. The event ticks off its goal of breaking down barriers and most importantly, having fun.

The Hundred Hole Hike and Music to a Tee fundraiser at 13th Beach Golf Course was a fantastic event. As a caddy and MC, I admired their determination to play 100 holes or more, all to raise money for our acquired brain injury programs and the Eastern Hub.

A proud evening was had by all who attended the Geelong Awards for People with a Disability, which acknowledges the achievements of people with a disability.

These events would not be possible without sponsors and community partners. To all of those who supported these events, a huge thank you. You truly are helping us build a more inclusive community.

Thank you

Thank you to the Karingal Board and my Executive team for your support during the year. I also extend a thank you our wonderful staff and our many volunteers.

Mike McKinstry
Chief Executive Officer
For most of the year Karingal delivered services through five operational divisions - Karingal Community Living, MatchWorks, Strategic Development, Corporate Services and Risk Management. From June 1 the divisions changed to: Karingal Services, MatchWorks, Corporate Services, Risk & Compliance and Strategic Partnerships and Projects.

Karingal services are predominantly centred around people with a disability, their carers and the frail aged. For these groups Karingal provides the following services:

- Accommodation
- Recreation and leisure
- Home-based supports
- Respite services
- Supported employment opportunities
- Volunteers
- Corporate social responsibility

Other areas predominantly provide professional advice and support to the organisation to ensure areas working directly with our clients can focus on core business and further growth.

MatchWorks provides employment services for job seekers, including people with a disability through:

- Disability Employment Services
- jobactive
- Work for the Dole
Our People

Over the year the Karingal Board recognised staff who went above and beyond their duties. Some of the areas where staff were recognised included offering extraordinary assistance to clients, volunteering their time to help with Karingal events, serving their local communities and excelling in their contribution to their team and workplace.

Staff recognised by the Board

The Karingal Board recognised the following staff:

**Accommodation Support**
- Sally Pickering
- Margery Pithouse
- Mitchell Young

**Community Aged Care**
- Kathy Day
- Ingrid Dwyer
- Lyn Hunter
- Rebecca McDonald

**Employment Pathways Project**
- Leah Twaits
- Daryl Starkey

**Facilities**
- Chris Chapman
- Andrew Mensch
- Michael Pearson

**Individual Support**
- Nicole Bliss
- Claire Bottrell

**Information Technology**
- Matt Dunell
- Glenn Ridley
- Jeff Siviter
- Mark Wyeth

**Karingal Foundation**
- Caroline Moore

**Karingal Kommercial**
- Linda Alexander
- Monique Burn
- Kay Butcher
- James Child
- Lisa Couper
- Jo Van Gestel
- Darron Gower
- Rhonda Graham
- Nathan Grant
- Tracey Gunby
- Bev Davies
- Sandra Dawson
- David Dowling
- Debbie Kelly
- Shannon Lyall
- Vanessa Michel
- Melissa Oberin
- Emily Sinclair
- Brooke Vella

**Karingal Participate**
- Lee Considine
- Colleen Kennedy
- Jane Wise

**Karingal Training**
- Brett Cassar

**Karingal Transcend**
- Sam DeAngelis

**MatchWorks**
- Luke Micallef

**Project Services**
- Tamara Salajan

**Quality and Compliance**
- Clare Neild

**Service Development**
- June Sheldon
- Ingrid Waters

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### Karingal Staff and Volunteer Numbers

![Bar chart showing staff and volunteer numbers across different years.](chart)

**Figures correct as at June 30 2016**

> Total staff - includes supported employees

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**Years of service recognition for staff**

Karingal recognised the contributions of long-serving staff and volunteers at its annual Service Awards in July 2016.

Karingal CEO Mike McKinstry, MatchWorks Executive Director Renae Lowry and Karingal Executive Director Julie Graham presented staff and volunteers with awards in categories ranging from 5 years of service through to 35 years of service.

Kommercial supported employee Stephen Casey and Karingal Do Care volunteers Denise Berry and Margaret Reid were the recipients of 35-year service awards.

The 195 award recipients had contributed a combined 1920 years of service to Karingal. It was the first time staff and volunteers have been recognised at the same event.
Karingal’s Strategic Plan affirms our commitment to a fully inclusive community where people with a disability live the life they choose. One of the most important things we can achieve is working together with people with disabilities to support them to lead the life they want. Our Mission and Vision underpin our goals and highlight how important it is to achieve this in partnership with people with a disability.
Goal 1

Enable people with a disability to have control and choice over their lives.

Outcomes

> Service Provider of Choice
> Every client has exercised choice/control throughout their involvement with Karingal
> Clients are achieving their personal outcomes
> Suite of service options reflects client needs
> Ease of access for people with a disability

Strategies

> Adapt our services and build support options to best meet client needs
> Support and empower people with disabilities to exercise control and choice
> Improve access for service users to enable choice through streamlined systems and technology

Aimee advances to chef

Karingal Kommercial celebrated Aimee Hovey’s achievement after she completed her apprenticeship to become a fully qualified chef.

Aimee’s qualification came after she completed classes at The Gordon TAFE and then had valuable hands-on experience in the Kommercial industrial kitchen in North Geelong.

Aimee previously worked as a supported employee with Karingal Kommercial, helping prepare food at Shell’s industrial cafeteria when she was offered the chef’s apprenticeship in 2012. She said the best part about working at Karingal was the opportunities she had been given and the people she had worked with.

Penny and Jenna lead the way

The Karingal Leadership Fund provided two Karingal clients with an opportunity to enhance their leadership skills. Penny Kosmas and Jenna Bailey were the inaugural recipients of the Karingal Leadership Fund.

Penny, a Karingal Training student, was diagnosed in 2006 with Meniere’s disease which results in hearing loss. She said receiving the award changed her views on her limitations. Penny planned to use the financial support from the fund toward further study.
Jenna received funding for a laptop and wireless mouse, which assisted her in her role as a Karingal Disability Advisory Group member. She hoped that the support of the Karingal Leadership Fund would help develop her leadership, advocacy and communication skills.

**NDIS helps Robert play a lead role in life**

To hear Robert Kelly playing piano at Karingal’s shared living house in Ocean Grove is a pleasant reminder of how the National Disability Insurance Scheme (NDIS) can enrich someone’s life.

After hearing a song, Robert - who has vision impairment - will play the tune on the piano from memory, much to the delight of fellow residents and staff.

As part of his NDIS package, he received one-to-one community support and shared living support. Since moving out of his family home and into the interim accommodation, he has experienced increased independence and social participation.

**Self-defence class packs a punch**

A ‘Come and Try’ self-defence class for women of all abilities was held in March 2016 as part of International Women’s Day activities.

A partnership between Karingal, the City of Greater Geelong, Women with Disabilities Victoria Leadership Network Barwon and Wise Self Defence; the class taught participants new skills to help them feel safer in their community.

The session also raised awareness and understanding about issues faced by women with disabilities, including violence.

**Dreams come true for Drisana and Jen**

Life for Drisana Thornhill and Jen Clarke has become full of possibilities and independence now that they have both moved into their new units at Marshall, Karingal’s supported accommodation home.

For Drisana it was incredibly important that she move into a new home with her dog Roxy, before she loses more of her vision.

Karingal’s shared living home in Marshall officially opened on October 22 2015, with Drisana one of seven people who now calls this house their home. The move is vital for Drisana, as she is legally blind in one eye while her vision in the other eye is rapidly deteriorating.

Marshall will mark the first time Drisana has lived away from her family home. She said that she was looking forward to making new friends and learning to do new things. She was also excited to move in with a familiar face – her beloved dog Roxy.
Feels like home for Jen

Jen says she has an overwhelming sense of pride each time she enters her new unit. Jen’s home is a one-bedroom unit in Marshall. The construction of the $1.6 million residence meant Jen was able to fulfill her long-time dream of living independently. This is highlighted by her cooking and keeping her unit spick-and-span, making it a space she is proud of when friends and family visit.

When she isn’t at home, Jen goes to the gym and attends AFL matches to support her beloved Geelong Cats. When she arrives home, she enjoys having the option of being able to relax on her own or socialise with other people who live in the other units.

Building community inclusion

Five Karingal clients seized the opportunity to soak up new experiences as part of the Community Inclusion Initiative.

The National Disability Services project was commissioned by the National Disability Insurance Agency. It saw five Karingal clients and their families try something new. By doing so, they co-designed innovative ways to build community inclusion.

Elica created a plan that would support her to lead a fulfilling life; Bryan has gained employment and also joined the Geelong Camera Club and Linda got creative, making and selling cards at her local market. For Harrison, Tyson and Justin, it’s a bloke’s day out where they enjoy lunch and a movie.

Karingal Participate’s Megan Stolz said a focus of the project was finding ways to break down barriers to create solutions. She said the project has enabled great outcomes and opportunities in employment, training, volunteering, social and community connections and skill development.

Karingal congratulates EdLinks graduates

More than 190 people gathered at The Pier Geelong, in November 2016, to celebrate the success of Karingal EdLinks graduates.

The graduation celebrated students’ academic, social, communication and pre-employment skills and achievements throughout the year. The event also recognised the hard work of volunteers and EdLinks staff.

Karingal had 94 students attend a total of 127 whole day placements in the EdLinks program for 2015, continuing to make EdLinks one of the largest programs of its type in Australia.

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Diagnosis restored Peter’s passion

In 1996 Peter Cumming, at 19 years of age, first heard voices and started having hallucinations while working in the army medical core as a Medical Assistant.

Peter really wanted to pursue his life-long passion for nursing but three years later abandoned his study at La Trobe University thinking people were watching him and reading his thoughts.

Peter explains how he met with the school councillor for help but was too scared to tell them about the voices and hallucinations for fear of being branded mentally ill or weak. He coped by drinking.

Peter spent a lot of money over the years just trying to find out what was wrong with him. He self-medicated buying hundreds of dollars-worth of vitamins in the hope of finding something that may work. He tried Buddhism and became a vegetarian, nothing seemed to help.

It wasn’t until 2007, 11 years after he first started hearing voices, that Peter was diagnosed with schizophrenia.

Now his life is very different and he is close to realising his dream of graduating with a Certificate IV in mental health with Karingal.

According to Peter the diagnosis gave him his life back. The diagnosis empowered Peter and now he wants to help other people who may be experiencing a mental illness.

Art show canvases talent

Karingal clients painted a picture of why inclusion matters at the Karingal Wyndham Annual Art Show. The event welcomed more than 50 people and was held as part of celebrations for International Day of People with Disability.

More than 200 pieces were on display at the Werribee art show, which showcased the creative talents of Karingal clients. For the first time in the event’s five-year history, guests were able to purchase pieces. Karingal Wyndham Disability Services manager Jaime-lee Demmer said clients were proud to sell their art, which included paintings, drawings and sculptures.

KarnivART brings together community

It was a night of celebration and colour at KarnivART Geelong 2016, with this year’s event attracting a record amount of entries.

Held at Eastern Hub Geelong for the first time, the annual Karingal event welcomed more than 150 guests to the launch. KarnivART achieved its aim of encouraging and inspiring artists with a disability or mental illness, highlighted by an unprecedented 89 pieces in the exhibition.

Amanda Morphy claimed first prize with her painting ‘Japanese Tent’. Second prize went to Adrian Segan while third was Marcus Lovell. Natalee Anderson won the Technology One Prize, Damien O’Shea took home the Provincial Media Prize and David Fielding received an honourable mention.
Goal 2

Growth is planned, proactive and sustainable.

Outcomes

> Karingal’s ‘traditional’ services remain operationally viable and supported
> Healthy financial state
> 10 year growth strategy is current and reflective of new strategic plan and initiatives
> Calculated risk growth proposals are encouraged and welcomed by the board

Strategies

> Broaden community, business and government connections to develop growth
> Seek growth opportunities with the future and unmet needs of clients in mind
> Ensure growth is planned and sustainable

Partnering up for Police Point cottages

Karingal teamed up with Mornington Peninsula Shire and The Rotary Club of Sorrento for a pilot project which made two cottages at the idyllic Police Point available for Karingal family respite.

Two cottages were available to Karingal family members, with an aim to have more families from other local agencies use the family respite cottages in the future. The Portsea cottages are fully self-contained and both have three bedrooms.
DoCare welcomed with Christmas in July

A very merry time was had by 85 guests who attended a Christmas in July 2015 to mark the amalgamation of Karingal and DoCare Geelong.

The function was held at Barwarre Gardens Retirement Village Community Centre, with guests getting into the festive season spirit with a Christmas-inspired lunch catered by Seasons by Karingal. The event welcomed DoCare volunteers and staff to Karingal.

Eastern Geelong Community Centre Appeal final tally

Almost two years after launching in June 2014 at an extraordinary concert, the Eastern Geelong Community Centre Appeal came to a close. The Karingal Foundation appeal finished with a remarkable tally of more than $800,000, which was courtesy of a colossal community fundraising effort.

The final figure was made up of funds from the philanthropic sector, fundraising events and private and corporate donations - all of which contributed to the development of Eastern Hub Geelong. It added to the $1 million contribution from the State Government.

Major contributors to the appeal were

- Percy Baxter Trust
- The Adroit Insurance Group
- The Alcoa Foundation
- Give Where You Live
- The Dawn Wade Foundation
- The Gandel Foundation
- The Geelong Community Foundation
- The Brockhoff Foundation
- The Butler Family
- The Fagg Family

Part of The Alcoa Foundation’s grant was used to create a mural that symbolises the long-standing partnership and friendship between Alcoa and Karingal. The partnership set a precedent for outstanding corporate and community collaboration. Lead artist Zoe Snyder worked with artists from Karingallery and members of the East Geelong community to create the mural.

Karingal provides Home Care Packages in SA

Karingal was successful in a tender to deliver Home Care Packages in South Australia to provide high level care to older people living at home. The aim is to keep older people in their own home for as long as possible by offering support including personal care, nursing care, equipment, travel, respite and social support.
The service covers the Southern Metropolitan Aged Care Planning region. Two case managers started with Karingal in June to deliver the Level 3 and Level 4 packages.

Providing Home Care Packages in South Australia is a positive move for Karingal as it looks to grow its services. With MatchWorks already established in Adelaide, it is an opportunity to work together and address potential barriers to work, caused by caring obligations.

Acknowledged for Hard Work

The Department of Education released the approved provider list for Training and Assessment Qualifications (TAE) with Karingal Training one of only 17 providers in Victoria selected to deliver the qualification out of 438 VTG (Victorian Training Guarantee) funded RTO’s (Registered Training Organisations).

Effective from July 1 Karingal Training will be the only Learn Local provider in the Barwon Region to offer the Certificate IV in Training and Assessment.

The training and assessment course is designed to develop the skills and knowledge to perform the role of a trainer, facilitator or assessor in the workplace and in Registered Training Organisations (RTOs).

Strong recording for Barwarre

A five-minute video featuring residents of Barwarre Gardens Retirement Village was launched alongside a solid marketing campaign for Stage 4 of the development in October 2015. To date 20 of the 28 homes in stage 4 have sold. The campaign included print, radio and social media advertising. The social media campaign reached over 3600 people. An open day album created on the Karingal Facebook page post event had a total reach of 1173 with 47 likes, comments and shares and 351 post clicks.

Learners engaged at Karingal Training

Karingal Training remains above the State average of 25% with 45% of student course completions for the 2009/2016 period as detailed in the Department of Education and Training’s course completion monitoring report.

According to the Australian Council for Educational Research’s AQTF Quality Indicator Service, Karingal Training’s Learner and Employer survey results are above the average in many aspects including overall satisfaction.
Yarn n Yakka proves a runaway success for Indigenous job seekers

Life-changing Indigenous employability program Yarn n Yakka has proven a runaway success for Gold Coast job seekers.

MatchWorks partnered with One Step Further and Yakka Employment Services to develop the innovative Yarn n Yakka program which prepared Indigenous job seekers from the area for jobs in hospitality and tourism.

Yarn n Yakka included a week of MatchWorks’ Deadly Yakka employability training followed by eight weeks of skills training in a Certificate II or III in Hospitality (Tourism).

A total of 52 Indigenous job seekers started Yarn and Yakka training in three groups, with an initial group starting the program in May last year.

Of the 52 participants which started Yarn and Yakka, 38 participants completed the training and found employment with local businesses. 14 graduates also went onto further study, including seven who have started a Diploma in Hospitality.

Participants were encouraged to bring friends and family along to training sessions for support, which often resulted in more Indigenous job seekers signing up to the program.
Accor Hotels’ Sofitel and Mercure Gold Coast properties were major supporters of the Yarn n Yakka Program, with 10 referrals being ready for Accor’s Indigenous Job Ready Program in November 2015. Of those referrals participants were placed in roles ranging from front office, housekeeping and food and beverage service.

The training was proudly funded and supported by the Queensland Government through its Indigenous Training Strategy program.

**Eastern Hub Geelong at the heart of the community**

Eastern Hub Geelong was officially opened on April 21, offering a community space like no other in the Geelong region where people of all abilities and ages can come together.

A Karingal initiative, the $6.5 million centre was opened by Member for Geelong Christine Couzens and Karingal Chair Rodney Payne in front of more than 150 guests.

Built on the original Karingal site on the corner of McKillop Street and Humble Street, Karingal Chief Executive Officer Mike McKinstry said the new hub recognised the past and celebrated the future.

It was community spirit that laid the foundations for the development of the hub. In 2010 Karingal instigated a community consultation process to explore the idea of combining a community centre with Karingal’s recreation and leisure activities for people with a disability.

Eastern Hub Geelong is a fully accessible and fully inclusive centre. It features an arts studio, community shed, learning labs, activity rooms and training kitchen - all available for hire.

**Anj shares story for Brain Injury Awareness Week**

More than 13 years have passed since Anj Barker sustained a severe traumatic brain injury as a result of being assaulted by an ex-boyfriend. While she believed there was greater community awareness about ABIs that have been caused by domestic violence, she said it was still not enough.

Anj was a guest speaker at the National Launch of Brain Injury Awareness Week (BIAW) 2015 in Geelong on August 17, with Karingal a major partner of the event. BIAW 2015 focused on a neglected minority of survivors of traumatic brain injury - women; who account for only one-third of all Australians living with a brain injury but for whom violence is a much more common cause of brain injury than men.

BIAW 2015 also featured a community forum and expo, a five-night film festival, an information stall at Market Square Geelong and Caring for the Carers Day.
Karingal Annual Report 2016

NDIS rollout: Karingal ready to support expansion

Karingal prepared to expand its services following the historical announcement of the National Disability Insurance Scheme (NDIS) rollout plans for Victoria. It was announced on September 16 that the scheme would be introduced progressively across the state over three years, starting July 1, 2016.

Chief Executive Officer Mike McKinstry welcomed the announcement.

“This is a momentous day for people with a disability and their families,” he said. “It will empower people with a disability to ultimately lead a more fulfilling life, providing independence, opportunity and greater inclusion within their community.”

Mike said Karingal was prepared for the increased demand to provide high quality supports and opportunities to individuals, as the NDIS is rolled out. He also said the organisation would help educate people on how to best prepare for the scheme.

“The experience we have gained from being a service provider in the Barwon trial site is invaluable,” he said. “Inclusiveness is at the forefront for Karingal, so we are very excited that we’ll be assisting more people to achieve their goals - whatever they may be - so that they can live the life they choose.”

Karingal supports GROW initiative

Community organisations, politicians and business leaders gathered at Karingal Kommercial to promote an initiative which addresses community disadvantage in the G21 region.

Karingal was one of 19 organisations that signed the G21 Region Opportunities for Work (GROW) agreement which committed them to integrate the GROW philosophy into their own company’s values and daily operations.

Karingal Chief Executive Officer Mike McKinstry was among Geelong region business leaders who signed the Compact alongside Corangamite MP Sarah Henderson, Corio MP Richard Marles and former Geelong Mayor Darryn Lyons.

The Compact aims to help stimulate inclusive job growth and increase local investment to maximise economic and social outcomes in targeted areas across the G21 region.

L-R - Kylie Buccolo, Sharon King, Sarah Guilfoil, Minister for Disability Martin Foley and Simone Stevens at the announcement.

Local leaders sign the GROW agreement.
Building change through ‘Beyond The Ramp’

An expert panel featuring people with lived experience of spinal cord injury (SCI) played a key role in shaping an action plan to help create a fully accessible and inclusive community.

Held at Geelong City Hall on November 12 and presented by Karingal and Independence Australia, ‘Beyond The Ramp’ sparked conversation as part of Spinal Cord Injury Awareness Week 2015. People with a SCI and people who support a loved one with a SCI shared their story, including what barriers wheelchair users face.

The event brought together Geelong community members - including employees from TAC, Barwon Health, Deakin University and National Disability Insurance Agency - who contributed to an action plan that outlined what changes need to be made and how they can be implemented.

Do Re ‘Me’ for new Carers Choir

Joe Micallef says as much as you love someone, sometimes it’s nice to have a little “me time”. It’s why he tuned in for the new Carers Choir - a Karingal initiative which sees carers in the Geelong region raise their voice together.

Joe - a multi-instrumentalist known as ‘Homesick Joe’ in the local blues scene - is choir facilitator. He believes social connections are crucial for carers.

The Carers Choir made its debut at the Karingal Foundation Music To A Tee concert at 13th Beach Golf Links on December 4. The group has also performed at Barwarre Gardens Retirement Village and the Eastern Hub Geelong Community Open Day.

Led by Karingal ARCsupport, the Carers Choir is supported by Carers Victoria, BrainLink, Barwon Health Carer Respite Services and the City of Greater Geelong.

MatchWorks and Melbourne City build on successful partnership

MatchWorks continued to develop its community partnership with the Melbourne City Football Club this year, through the implementation of a second employment program called City Start.

City Start was a six-week program aimed at men aged up to 30 years old from culturally and linguistically diverse (CALD) backgrounds which combined football, lifestyle, health and fitness training with intensive employability training.
Thinking outside the box

Karingal teamed up with AbilityMate for an innovation session in February, empowering six people with a disability to design products that would enhance their independence. AbilityMate manufactured the products using 3D printers and basic materials including plastic.

The ground breaking session was life changing for client Rick Searle, who had a toggle created for his wheelchair that enables him to control the wheelchair safely himself - the first time in eight years he has been able to do so.

For Eliza Charters, it was exciting to see her ideas come to life with a 3D printer. After discussions with AbilityMate, Eliza helped custom-design a straw holder and an enlarged button for her staff call bell, which is linked to her unit phone.

“No, it was exciting to see her ideas come to life with a 3D printer. After discussions with AbilityMate, Eliza helped custom-design a straw holder and an enlarged button for her staff call bell, which is linked to her unit phone.

“No, it was exciting to see her ideas come to life with a 3D printer. After discussions with AbilityMate, Eliza helped custom-design a straw holder and an enlarged button for her staff call bell, which is linked to her unit phone.

I had a paperclip . . . but it wasn’t stable. Then I came here and I got (the holder) made. You can’t get straw holders like this anywhere but now I have one. The straw doesn’t move around anymore.”

The aim of the program was to have every participant in the group develop a sound understanding of employer work expectations in Australia and gain meaningful, lasting employment which included connections with relevant support services.

Of the 14 City Start participants, 5 found employment and 6 went on to further study while MatchWorks continues to support the remaining job seekers.

City Start was a follow-up to the successful City Sisters program which MatchWorks and Melbourne City ran in 2015. City Sisters was a pilot aimed at unemployed and disengaged young women aged up to 24, and 90 per cent of participants (from a group of 18) either gained employment or went on to further study.

City Sisters won the City of Darebin Business Award for Community Contribution in June.

MatchWorks and Melbourne City launched a third employment program, Cit Pathways, in October.

Victorian Disability Awards honour roll for Daryl

Former Karingal Chief Executive Officer Daryl Starkey was recognised at the Victorian Disability Awards with induction onto the Lifetime Achievement Honour Roll.

The Lifetime Achievement category recognises exceptional individuals who have made a significant contribution and demonstrated an outstanding commitment to empowering people with a disability and improving outcomes for people with a disability in Victoria.

As Chief Executive Officer of Karingal for 15 years, Daryl left an admirable legacy on the disability sector. Karingal Chair Rod Payne congratulated Daryl on being inducted onto the honour roll.


“Daryl also vigorously championed the National Disability Insurance Scheme knowing it would assist people with a disability to live a life they dreamed of. “Daryl is an unwavering advocate for people with a disability and this honour is well-deserved.”
Karingal recognises high achievers

The stand-out achievements of Karingal employee David Zerafa and achiever Ben Carbonaro were recognised at the 2015 Karingal AGM in November.

Karingal Chair Rod Payne and Chief Executive Officer Mike McKinstry personally congratulated David (Employee Award) and Ben (Achiever Award) in front of Karingal members and staff.

David said winning the award was one of his proudest achievements in more than a decade working at Karingal, while MatchWorks job seeker Ben was also excited about his win.
Kind-hearted donation in the bag

Karingal BacLinks was proud to be involved in the Share the Dignity campaign, which saw Karingal clients and residents receive 50 bags packed with personal care items. The bags were donated to Karingal Individual Support and Accommodation Support clients in December 2015.

In June, Share the Dignity campaign’s Fiona Threlfall was a guest speaker at a Karingal BacLinks breakfast at Eastern Hub Geelong. Fiona spoke of women who were disadvantaged and had to choose between feeding their families and buying sanitary items they desperately need.

Gifts of Nature Exhibition

Barwarre Gardens Retirement Village hosted its first Art Exhibition entitled, Gifts of Nature, which formed part of the autumn open day celebrations at the village.

Renowned local artist, Amanda Blake-Sutterby showcased her deep appreciation of nature in the exhibition which ran for a week in April. The Geelong fine artist has always felt an instinctive desire to paint Australian landscape and wildflowers.

The event was well attended by local art enthusiasts. A piece was purchased by Barwarre Gardens Retirement Village for display in the village community centre.

Taking the time to celebrate volunteers

When it comes to volunteering, Karingal DoCare volunteer Sylvia County truly does go the extra mile - whether that's by foot or bus. Sylvia doesn’t drive but that hasn’t stopped her from giving back to the Geelong community. She has made the extra effort for more than 30 years, after starting with DoCare Geelong in 1983.

National Volunteer Week celebrated the contributions of Karingal volunteers like Sylvia. As well as visiting older people at risk of social isolation, Sylvia hosted the Newcomb Lunch Group for about 10 years. It involved bus outings across the Geelong region.

Karingal has more than 200 volunteers who help older people and people with a disability live more inclusive and in many cases, more active lives. In total, Karingal’s volunteers have contributed about 30,000 hours over the year. They were celebrated at a morning tea at Eastern Hub on May 13.
Karingal Hundred Hole Hike sets new record

Forty-three golfers, almost 4000 holes and more than $80,000 of funds raised. It was a mammoth effort by all who participated in the 2016 Karingal Foundation Hundred Hole Hike at 13th Beach Golf Course, Barwon Heads on January 22.

The Karingal Foundation has grown Australia’s only Hundred Hole Hike to be the biggest event of its kind in the world. Golfers pushed themselves to the limits and played 100 holes of golf in one day without the use of carts, to raise funds for Karingal’s Acquired Brain Injury programs and the Eastern Hub.

Despite the challenging conditions - including the first-round being interrupted by lightning - the spirit of the golfers was extraordinary. Determined to play 100 holes, participants hot-footed it around the course in persistent rain, posting some exceptional scores along the way.

Karingal Foundation Executive Officer Caroline Moore said the Hundred Hole Hike continued to grow and had cemented its status as a premier sporting and fundraising event.

Golfers were applauded as they came into the clubhouse, which was buzzing as the Music to a Tee Concert ran into the night. The concert kicked off with Karingal ARCSupport’s Carers Choir before welcoming a star-studded line-up featuring The Backsliders, Stephen Cummings, The Band Who Knew Too Much, Tim McCallum and more.
Valued Community Award Winner

Barwarre Gardens Retirement Village resident, Lynette Denbesten was presented with the Veteran Community Award at the Victorian Senior of the Year Awards.

Lyn and her rescue dog Oscar, have spent over six years visiting ex-service members and their families in the Geelong region. Often seen at hospitals and residential aged care facilities, the pair provides comfort and support allowing people to open up and talk about how they are feeling.

Lyn, the wife of a veteran herself, can easily find an emotional connection with the people she visits, and never sets a limit on the amount of time she spends with them.

Lyn and Oscar give veterans and war widows someone to confide in, share tears with and relieve troubles. The Minister for Housing, Disability and Ageing The Hon. Martin Foley MP and the Governor of Victoria, The Hon. Linda Dessau AM, presented Lyn her award at the 2015 Victorian Senior of the Year awards at Government House.

Fourteen Victorian seniors were honored in the five award categories for the extraordinary contribution of volunteers aged 60 years and over to their local community.

In addition to this work, Lyn also volunteers for the RSL and has been a member of the Geelong and District Vietnam Veterans Association for many years.

A growing partnership

The Karingal Foundation combined with Mountain to Mouth: Geelong’s Extreme Arts Walk in a partnership that will have invaluable ongoing benefits for the community.

Covering a distance of 80 kilometres across 11 stages, M~M 2016 was held May 6 and 7. The walk started at the stunning You Yangs and finished at the river mouth in Barwon Heads. Karingal Foundation executive officer Caroline Moore was pleased to return as a project partner of the award-winning event.

Fifty per cent of all tickets sold funded a planting program of indigenous species to create an 80km green corridor legacy, in partnership with the Karingal Foundation. The planting of the corridor started in April, with Karingal Kommercial supported employees from the landcare division and KABLE crew members lending a helping hand. They were joined by corporate volunteers from Karingal BacLinks business members.

A fresh approach to workplace volunteering

Volunteers put their hands up to get their hands dirty in a program that improved access to fresh and healthy food for residents in Geelong’s northern suburbs.

Incitec Pivot workplace volunteers participated in the Karingal BacLinks project, run in partnership with 2&5 Fresh Food Geelong - a social enterprise set-up to address food insecurity in the Corio and Norlane areas.

The volunteers worked in 2&5's Market Garden in Corio. Incitec Pivot health, safety, environment and community manager Barry Knight said the volunteers were excited to use their green thumbs to help with the upkeep of the garden. He said they would leave with a sense of satisfaction knowing they have contributed to an important initiative that is improving nutrition for residents in the northern suburbs.
Goal 4

Putting the Best Foot Forward on path to employment

Karingal BacLinks empowered 35 women to be the best that they can be in two workforce programs. Work…My Way welcomed 14 young women with a disability on April 28, 2015 while 21 MatchWorks job seekers attended Best Foot Forward on June 30, 2015. The programs worked with women who were preparing to enter the workforce or undertake training.

The events were uplifting for participants, who received valuable tips on interviews and professional presentation advice.

Target Australia generously donated clothing, footwear and cosmetics, while The Centre of Excellence students completed hair and make-up. Volunteers from Timetabling Solutions and St John of God Pathology mentored women at Best Foot Forward, which was partnered by MatchWorks. At Work…My Way, women from the Geelong Cats mentored the participants. The events were supported by host venue Mercure Geelong.

Wyndham volunteers give back

Volunteers from the Wyndham region tapped into the benefits of volunteering at the inaugural Wyndham Workplace Big Day Out.

The Karingal BacLinks event welcomed corporate volunteers who combined with people with a disability for a fun-filled inclusive day out.

The May 11, 2016 event - part of National Volunteer Week - was held at Werribee’s Eagle Stadium. Clients from Karingal programs joined volunteers from Commonwealth Bank Australia, GMHBA and employment services provider MatchWorks.

Activities included soccer, wheelchair basketball and a visit from Werribee Football Club players.

Another memorable day was had at the Geelong Winter Workplace Big Day Out, which was held June 16, 2106.
Honouring high achievers at awards night

More than 150 people attended a night of celebration at the 2016 Geelong Awards for People with a Disability, which recognised the fantastic contributions of people with a disability.

The event was held February 9 at the new Geelong Library and Heritage Centre, which provided a spectacular backdrop for a memorable evening.

Following the overwhelming success of last year’s inaugural awards, the 2016 awards - held in partnership with the City of Greater Geelong - attracted worthy nominations across the six categories.

This year’s honours went to Tamika Simpson (Volunteering), Sam McIntosh (Sport and Recreation), Lynne Foreman (Leadership and Advocacy), Kylie McCutcheon (Achievement Award), Sarah Foley (Outstanding Employee) and Liam O’Neil (Arts). Youngsters Tyson Bell and Cooper Hall were recognised with Young Achiever awards.

Karingal Chief Executive Officer Mike McKinstry congratulated the winners, and said that all of the 2016 nominees should be proud.
Our Executive
as at June 30, 2016

Mike McKinstry
CHIEF EXECUTIVE OFFICER

Mike McKinstry was appointed CEO of Karingal in July 2015. His 35-year career has spanned Australia, the United Kingdom and the USA, where he has held a number of significant management positions within large organisations including Hills, Amcor, Alcoa and Rover. Mike has most recently worked across sectors as a strategic business advisor.

Organisation memberships outside Karingal:
• Member - Committee for Geelong
• Member - Geelong Business Club

Tertiary Qualifications:
• BA Honours Economics & Marketing

Brandon Howard
CHIEF OPERATING OFFICER, CORPORATE SERVICES

Brandon Howard has been with Karingal since August 2014. Prior to this, Brandon was the Business Operations Manager at Epworth Healthcare in Richmond, Deputy Chief Financial Officer at St Vincent’s Public Hospital in Melbourne and Financial Controller at Barwon Health in Geelong.

Organisation memberships outside Karingal:
• President - Australian Health Services Financial Management Association
• Director - Baptcare
• Director - Churches of Christ Properties Corporation
• Member - CPA Australia
• Member - Australian Institute of Company Directors
• Member - Rotary Club of Geelong

Tertiary Qualifications:
• Diploma in Business Management
• Bachelor of Commerce
• Master of Business Administration

Julie Graham
EXECUTIVE DIRECTOR, KARINGAL

Julie Graham has been with Karingal since 1996. She has been General Manager of Karingal Strategic Development since 2011. Prior to this, she was the General Manager of Karingal Corporate Services (2008 - 2011) and General Manager of MatchWorks (2002 - 2008). Julie’s first appointment was with SupportWorks as Employment Trainer and Employment Consultant. She then moved across to MatchWorks at the start of Job Network in 1998.

Organisation memberships outside Karingal:
• President - Australian Health Services Financial Management Association
• Director - Baptcare
• Director - Churches of Christ Properties Corporation
• Member - CPA Australia
• Member - Australian Institute of Company Directors
• Member - Rotary Club of Geelong

Tertiary Qualifications:
• Diploma in Business Management
• Bachelor of Commerce
• Master of Business Administration
Michael Wasley
EXECUTIVE DIRECTOR,
STRATEGY AND PARTNERSHIPS


Organisation memberships outside Karingal:
• Committee Member - Leaders for Geelong Advisory Subcommittee
• Chair - Barwon ADE Network
• Board Member - Geelong Regional Vocational Education Council
• Member - NDS Victorian ADE Advisory Group
• Member - Rotary Club of Geelong
• Member - Leaders for Geelong Alumni

Tertiary Qualifications:
• Graduate Certificate in Case Management and Client Services
• Graduate Diploma in Human Resource Management
• Masters of Business Administration (currently completing).

Renae Lowry
EXECUTIVE DIRECTOR, MATCHWORKS

Renae Lowry was appointed as the new executive director at MatchWorks in May, 2016. She joined MatchWorks following a long and successful career working in employment services, both at the frontline of operations and as a senior manager.

Renae delivered Disability Employment Services and Job Services Australia in New South Wales and Victoria, before working in the UK for the past six years delivering their employment services program. More recently she conducted research for UK-based community services organisation Shaw Trust. Renae remains excited about the opportunity to lead MatchWorks.

Tertiary Qualifications:
• Bachelor of Arts-Humanities

Karyn Hughes
EXECUTIVE DIRECTOR, RISK AND COMPLIANCE

Karyn Hughes has been with Karingal since April 2013. Prior to this, Karyn worked as a Governance, Risk and Compliance Consultant and with Deakin University as Director, Corporate Governance Risk and Compliance Services.

Organisation memberships outside Karingal:
• Member - Women on Boards
• Graduate Member - Australian Institute of Company Directors
• Board Director - Time for Youth
• Member - Rotary Club of Geelong

Tertiary Qualifications:
• Company Directors Course
• Bachelor Technology (Industrial Design)
• Graduate Diploma Technology
• Master of Health, Safety & Environment
Our Board
as at June 30, 2016

The Karingal Directors bring to the Board a broad range of professional expertise and experience, as well as a commitment to Karingal’s Vision, Mission and its Guiding Principles. Karingal Directors serve on the Board in a voluntary capacity.

The Karingal Board has developed and implemented a governance framework that places greater emphasis on audit, quality, and risk management.

Through four Board subcommittees, Directors instigate and monitor systems, processes, policies and procedures to ensure Karingal's operations conform to all legislative, funding and other contractual requirements.

The subcommittees meet regularly during the year and the composition of each subcommittee is determined according to skills and experience of Directors. Non Directors who have skills and expertise in particular areas will occasionally attend subcommittee meetings to address the needs of particular projects or issues. Each subcommittee has its own Terms of Reference which is approved by the Board and includes its objectives, responsibilities, authority and composition. All subcommittee activities are reported to the full Karingal Board through the regular Board meeting process.

Rod Payne
KARINGAL BOARD CHAIR
Elected Chair in 2013, Rod Payne has been a member of the Karingal Board since November 2000 and has previously served multiple terms as Chair and as Deputy Chair. Rod is a Director and board member at Harwood Andrews Lawyers, specialising in business law. In his business law practice Rod also advises family business groups and Not for Profits, having recently become a member of the Australian Charity Law Assoc.

Rod is also a Director of Vicwest Community Enterprise Ltd which trades as Geelong Community Telco, and Geelong Connected Communities Ltd. Rod is a member of the Tax Institute of Australia.

Current Board Sub-Committees:
- Ex Officio on the Governance; Finance; Risk; Succession Planning and Remuneration, Strategic Development Committees.

Tertiary qualifications & Professional Associations:
- Bachelor of Law
- Graduate - Australian Institute of Company Directors

Dr Irene Irvine
KARINGAL DEPUTY CHAIR
An experienced company director and chairman, Irene was appointed to the Karingal Board in June 2012. Irene currently operates a boutique management consultancy, I Irvine & Associates. Prior to this she held a series of senior management positions in the education, not for profit, government and commercial sectors; including five years as Pro Vice-Chancellor (Development) with Deakin University. All of these
roles involved marketing and business development as well as extensive management responsibilities.

Irene’s board experience includes Director South Gippsland Water Board, Chair Audit Committee South Gippsland Shire, Chairman Phillip Island Nature Parks, Deputy Chair Zoos Victoria and Director State Trustees, Craft Victoria and Open Gardens Australia.

**Current Board Sub-Committees:**
- Governance
- Finance
- Strategic Development (Chair)

**Tertiary qualifications & Professional Associations:**
- Bachelor of Science
- PhD in Chemistry
- Graduate Diploma (Educations and Management)
- Graduate - Australian Institute of Company Directors

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**Dr Brian Donovan**

Brian Donovan joined the Karingal Board in November 2012. He previously served on the Board from 1998 to 2000. Brian has had extensive experience in primary, secondary and tertiary education as well as disability services. He lectured in mathematics education at Phillip Institute of Technology before joining Karingal, where he served as a volunteer, General Manager and Director of Innovation. Brian currently sits on the Karingal Operational Committee for the Karingal Disability Action Plan and is a parent-carer of an adult daughter with a disability who is living at home.

**Current Board Sub-Committees:**
- Governance
- Risk

**Tertiary qualifications & Professional Associations:**
- Bachelor of Arts
- Bachelor of Education
- Master of Education
- Doctor of Philosophy

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**Cheryl Graham**

Cheryl Graham has been serving on the Karingal Board since September 1998. Cheryl has served in a number of roles during her time on the Board including recent terms as Chair from 2010 to 2013 and three previous terms as Deputy Chair.

Cheryl’s background in human resources and psychology has brought great depth to the Karingal Board. Cheryl is a director of CMG Psychology Services a large Psychology Practice in Geelong.

**Current Board Sub-Committees:**
- Succession Planning and Remuneration (Chair)
- Strategic Development

**Tertiary qualifications & Professional Associations:**
- Bachelor of Arts (Psychology)
- Graduate Diploma Adolescent & Child Psychology
- Diploma of Education

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**David McArthur**

David McArthur is Karingal’s longest serving Board Director, first joining the Board in 1980. At the 2010 Annual General Meeting, David completed his fourth term as Chair and now serves as standard Board Director.

David, who is retired, previously worked as a civil engineer with the City of Greater Geelong and currently works part time with Aerospace Australia Ltd.

**Current Board Sub-Committees:**
- Governance
- Risk
- Succession Planning and Remuneration

**Tertiary qualifications & Professional Associations:**
- Bachelor of Civil Engineering
- Masters of Business Administration
Our Board

Mark Seller

Mark Seller joined the Karingal Board in February 2003. Mark has experience as Director of the Australian Business Volunteers, GMHBA and as local Chairman for ACCESS Ministries, plus many years as an executive in the oil and gas industry.

Current Board Sub-Committees:
- Finance
- Risk (Chair)
- Strategic Development

Tertiary qualifications & Professional Associations:
- Diploma of Applied Chemistry
- Diploma of Chemical Engineering

Retired Board Directors

Kylie Cirak

Kylie Cirak retired on February 1, 2016 and has served on the Karingal Board from March 2010.

Board Sub-Committees served on during last term:
- Succession Planning and Remuneration (Chair)
- Karingal Foundation (Chair)

Tony Ficca

Tony Ficca retired on June 30, 2016 and was appointed to the Karingal Board in May 2006.

Board Sub-Committees served on during last term:
- Finance Committee (Chair)
- Succession Planning and Remuneration

Vittoria De Stefano

Vittoria De Stefano retired on February 1, 2016 and joined the Karingal Board in January 2013 following a merger with CREATE (Geelong) Inc. where Vittoria had served as a board member since 2009.

Board Sub-Committees served on during last term:
- Governance
Risk Management

Risk and Insurance Attestation Statement

I, Rod Payne, Chair, certify that Karingal Inc. has:

Risk management processes in place consistent with the International Risk Management Standard (ISO31000:2009) and an internal control system that enables the Executive to understand, manage and satisfactorily control risk exposures. The Board of Directors verifies this assurance and that the risk profile of Karingal Inc. has been critically reviewed within the last 12 months.

Complied with Ministerial Direction 4.5.5.1—Insurance

As at June 30, 2016, all members of the Executive signed a Risk and Compliance Attestation Statement covering confirmation they had reviewed their Risk Register, Compliance Register, reported any compliance failures and signed a financial management attestation.

External and Internal Assurance – Karingal Inc. ensures that controls in place to mitigate major risks are independently verified via a program of external and internal assurance (audits). Karingal Inc. is certified to ISO 9001:2008 Quality Management Standard, National Standards for Disability Services (Cth) and Department of Human Services Standards (Vic).
2015/16 has been a year of investment, as Karingal continues to focus on supporting its many clients and ensuring long-term financial sustainability. This investment included setting up and expanding MatchWorks sites and increasing staffing resources to support the rollout of the new jobactive employment contract.

Continued investment into Disability Services to align to the new NDIS environment has continued, with the move of programs to the new Eastern Hub and the sale of Karingal’s Baxter Road, North Geelong property.

Karingal has continued to invest back into the community with capital expenditure of $15.4m. This included the completion of the Eastern Hub, further expansion of Barwarre Gardens Retirement Village, supported accommodation, MatchWorks expansion and continued investment into Information Technology infrastructure to support the operations and future growth.

Karingal’s total revenue for 2015/16 was $114.7m, an increase of $4.5m from the previous year. This increase in revenue was limited, due to the impact of the timing of revenue under the new MatchWorks jobactive contract, which attributes a larger percentage of revenue to job seeker outcomes. This change had the impact of Karingal generating lower revenue for the first six months of the contract, as jobseekers were placed into employment. This lower revenue is only a timing issue, which, over the life of the five-year contract, will ultimately be received as outcomes occur.

Total operating expenses increased by $10.4 million to $113.5 million, driven largely by an increase in staffing resources to support the rollout of the new MatchWorks jobactive contract. This staffing investment has produced outstanding performance early in the contract, with all regions being at four or five star. Also, a continued focus on efficiency and cost reductions through tendering and contract negotiation achieved annual savings of $0.9m.

Karingal’s Net Result for the year ended 30th June 2016 was a small deficit of $0.6m, with Karingal’s net assets as at June 30, 2016 being $69.5m. Cash holdings reduced by $4.3m over the year, based on planned capital expenditure and the timing of revenue from the MatchWorks jobactive contract.

Total Assets increased by $9m, offset by an increase in total liabilities of $10m, due to the continued sale of independent living units (ILU) at Barwarre Gardens Retirement Village.

Under the Retirement Villages Act, residents purchase a licence to occupy, with Karingal continuing to retain ownership of the ILU. Under accounting standards, this licence must be recorded as a current liability, even though it is unlikely that it will be required to be paid within the next 12 months. This liability has been recorded under ‘Loan Licences’ (Note 13) and, as at June 30, 2016, was $21.2m, an increase of $9.4m.

The recording of this as a current liability, impacts the liquidity ratio (current assets v current liabilities), and therefore, for management purposes, the liquidity ratio is measured after removing the licences liability. Based on this, the liquidity ratio as at June 30, 2016 would be calculated at 1.1.

2016/17 Outlook

The outlook for future years is expected to see downward pressure on surpluses, as Karingal moves to a NDIS efficient price funding model and an increased funding link to employment outcomes under the new jobactive contract. This will require Karingal to continue to focus on achieving efficiencies and scale across the organisation. Continued consolidation of both the disability and employment sector will provide Karingal with opportunity to support its long-term financial sustainability.

Karingal is committed to continuing to invest in capital infrastructure to support services, including supported accommodation and continued expansion of Barwarre Gardens Retirement Village. The new Karingal Head Office will also provide the ability to consolidate four sites across Geelong and provide greater efficiencies and collaboration between services.

The merger of Karingal St Laurence will provide great opportunities to achieve both efficiencies and scale in supporting our clients, by creating an organisation that will be stronger together, to support our many clients to live the life they choose.

Significant funders
Karingal would like to thank the following Government and other organisations that have provided significant funding.

**STATE FUNDING**
- Dept. of Health and Human Services (DHHS)
- Dept. of Education and Training (DET)
- Victorian Skills Commission (VSC)
- Transport Accident Commission (TAC)

**FEDERAL FUNDING**
- Dept. of Employment (DoE)
- Dept. of Social Services (DSS)
- National Disability Insurance Agency (NDIA)
- Dept. of Health (DoH)
- Dept of Families, Housing, Community Services & Indigenous Affairs (FaHCSIA)

Karingal is also grateful to many donors and supporters who gave generously during 2015/16.
## Statement of Income and Expenditure

### Revenue from operating activities:

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from government and other grants</td>
<td>103,566</td>
<td>100,624</td>
</tr>
<tr>
<td>Revenue from operating activities</td>
<td>9,781</td>
<td>8,329</td>
</tr>
<tr>
<td>Revenue from outside operating activities</td>
<td>1,312</td>
<td>1,191</td>
</tr>
<tr>
<td><strong>Total Revenue from operating activities</strong></td>
<td><strong>114,659</strong></td>
<td><strong>110,144</strong></td>
</tr>
</tbody>
</table>

### Less

### Cost of goods sold

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(1,536)</td>
<td>(1,080)</td>
</tr>
</tbody>
</table>

### Gross Profit

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>113,123</td>
<td>109,064</td>
</tr>
</tbody>
</table>

### EXPENDITURE

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and salary on-costs</td>
<td>(83,061)</td>
<td>(72,565)</td>
</tr>
<tr>
<td>Transport</td>
<td>(3,692)</td>
<td>(3,747)</td>
</tr>
<tr>
<td>Property</td>
<td>(7,447)</td>
<td>(6,523)</td>
</tr>
<tr>
<td>Client services</td>
<td>(11,674)</td>
<td>(14,466)</td>
</tr>
<tr>
<td>Information technology</td>
<td>(1,984)</td>
<td>(1,458)</td>
</tr>
<tr>
<td>Administration and other costs</td>
<td>(5,586)</td>
<td>(4,948)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(39)</td>
<td>(91)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>(113,483)</strong></td>
<td><strong>(103,798)</strong></td>
</tr>
</tbody>
</table>

### Net result from continuing operations before capital items

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(360)</td>
<td>5,266</td>
</tr>
</tbody>
</table>

### Depreciation

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(2,866)</td>
<td>(2,256)</td>
</tr>
</tbody>
</table>

### Capital revenue

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>309</td>
<td>830</td>
</tr>
</tbody>
</table>

### Profit on Sale of property, plant & equipment

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>660</td>
<td>32</td>
</tr>
</tbody>
</table>

### Investment property revaluation increment

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,220</td>
<td>680</td>
</tr>
</tbody>
</table>

### Net gain on acquisition

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>431</td>
<td>-</td>
</tr>
</tbody>
</table>

### Net result for the year

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(606)</td>
<td>4,552</td>
</tr>
</tbody>
</table>

### OTHER COMPREHENSIVE INCOME

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes in fair value of financial assets</td>
<td>(76)</td>
<td>(81)</td>
</tr>
<tr>
<td>Changes in fair value of PPE</td>
<td>(162)</td>
<td>230</td>
</tr>
<tr>
<td><strong>Other comprehensive (loss)/income for the year</strong></td>
<td><strong>(238)</strong></td>
<td><strong>149</strong></td>
</tr>
</tbody>
</table>

### Total comprehensive (loss)/income for the year

<table>
<thead>
<tr>
<th></th>
<th>2016 ($'000)</th>
<th>2015 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(844)</td>
<td>4,701</td>
</tr>
</tbody>
</table>
## Statement of Assets and Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2016 ($’000)</th>
<th>2015 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>11,777</td>
<td>16,070</td>
</tr>
<tr>
<td>Trade &amp; other receivables</td>
<td>4,772</td>
<td>3,629</td>
</tr>
<tr>
<td>Other assets</td>
<td>1,507</td>
<td>1,326</td>
</tr>
<tr>
<td>Total current assets</td>
<td>18,056</td>
<td>21,025</td>
</tr>
<tr>
<td><strong>NON CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other assets</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Other receivables</td>
<td>223</td>
<td>216</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>2,006</td>
<td>1,952</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>48,157</td>
<td>44,265</td>
</tr>
<tr>
<td>Investment properties</td>
<td>40,487</td>
<td>32,420</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>90,950</td>
<td>78,480</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>109,006</strong></td>
<td><strong>99,955</strong></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; other payables</td>
<td>7,286</td>
<td>6,144</td>
</tr>
<tr>
<td>Provisions</td>
<td>9,267</td>
<td>8,619</td>
</tr>
<tr>
<td>Loan Licenses</td>
<td>21,250</td>
<td>11,786</td>
</tr>
<tr>
<td>Borrowings</td>
<td>-</td>
<td>1,510</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>37,803</td>
<td>28,059</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>1,713</td>
<td>1,562</td>
</tr>
<tr>
<td>Total non-current liabilities</td>
<td>1,713</td>
<td>1,562</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>39,516</strong></td>
<td><strong>29,621</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td><strong>69,490</strong></td>
<td><strong>70,334</strong></td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserves</td>
<td>6,132</td>
<td>6,370</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>63,358</td>
<td>63,964</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>69,490</strong></td>
<td><strong>70,334</strong></td>
</tr>
</tbody>
</table>
Karingal Locations

Karingal
karingal.org.au
Head Office
1 Riverview Terrace
Belmont, VIC 3216
PO Box 558
Belmont, VIC 3216
P 03 5249 8900

Karingal Services
1 Riverview Terrace
Belmont, VIC 3216
PO Box 558
Belmont, VIC 3216
P 1300 558 368

Karingal Kommercial
kommercial.org.au
• Food Services
• Business Solutions
• Environmental Solutions
• Seasons Cafe
77-79 Douro Street
North Geelong, VIC 3215
P 03 5277 2180

Online Gourmet Store
kommercial.org.au/online-store

Karingal Training
karingaltraining.org.au
P 1300 582 687

Corio (Head Office)
444 Princes Highway
Corio VIC 3214

Karingal Training sites in Victoria:
Corio
Glen Waverley
Sunshine
Warrnambool
Werribee

Karingal BacLinks
baclinks.org.au
PO Box 558
Belmont, VIC 3216
P 03 5222 7445

MatchWorks
matchworks.com.au
Head Office
Level 1, 22 Malop Street
Geelong, VIC 3220
P 03 5229 8733

National Workforce Network (NWN)
nwfn.com.au
P 1300 123 100

For all site contact details go to: matchworks.com.au/contact-us/locations

MatchWorks sites in Victoria:
Airport West
Apollo Bay
Bacchus Marsh
Bannockburn
Belgrave
Bendigo
Boronia
Boort
Broadmeadows
Brunswick
Camperdown
Castlemaine
Colac
Corio
Cranbourne
Dandenong
East Geelong
Epping
Flemington
Footscray
Frankston
Geelong
Glen Waverley
Greensborough
Grovedale
Hastings
Heathcote
Koo Wee Rup
Kyneton
Lilydale
Lorne
Melton
Mornington
Narre Warren
Ocean Grove
Pakenham
Preston
Ringwood
Rosebud
St Albans
Sunshine
Torquay
Warburton
Warrnambool
Werribee
Whittlesea
Woodend

MatchWorks sites in Queensland:
Caboolture
Chermside
Kilcoy
Mitchelton
Nundah
Redcliffe
Strathpine

MatchWorks sites in South Australia:
Elizabeth
Glenelg North
Kingscote
Modbury
Morphett Vale
Mt Barker
Noarlunga Centre
Norwood
Oaklands Park
Port Adelaide
Salisbury
Strathalbyn
Victor Harbour

Map is indicative only of Karingal and MatchWorks locations.
Contact Karingal on:
1300 558 368
karingal.org.au

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ARBN: 158 375 903
Reg Association No: A0038261E