



**2018-19  
Annual Report**



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## ABOUT KUDOS

**Kudos Services supports and celebrates every child and young person with a disability – from early intervention and diagnosis to ongoing therapy.**

### OUR VALUES:



#### Knowledge

We are a bold, highly skilled and experienced multidisciplinary team of child and youth therapists, sharing best practice techniques with our community of children and parents to achieve results together.



#### Enterprising

We are bold, innovative and brave, driven to do things differently through our Australian-first mutual model of integrated service delivery.



#### Camaraderie

We are a group of brave, purposeful people with a shared passion for improving the lives of children and young people.



#### Heart

We will inspire and care for each other, take pride in our achievements through mutual celebration and ensure everyone in our community – therapists, children and families – are valued and appreciated.

## ABOUT KUDOS

Kudos Services represents a different way of doing business successfully.

We are Australia's first employee-led Public Service Mutual and, over the last twelve months, have worked to establish a foundation for our organisation to flourish, with our members at the heart of our business.

These members are our point of difference. They power the organisation and are the basis of our success in delivering high-quality services and the best possible experiences and outcomes for our clients.

The National Disability Insurance Scheme (NDIS) is a major social reform aimed at improving the lives of people with disability, giving them choice and control over their service provision. We are proud to be the NDIS Early Childhood Early Intervention Partner for South Australia and a specialist provider of allied health services for NDIS participants school-age and beyond.

Kudos Services is a cooperative community, built on the belief that every child and person, and their family, has the right to belong to a supportive community that understands them and is focused completely on their unique ability to reach their full potential. At Kudos Services, we are dedicated to charting every individual's unique pathway to success, and then supporting and celebrating it.



## CHAIR REPORT ADAM WILSON



I am very pleased to introduce the first Annual Report for Child and Youth Services Ltd, trading as Kudos Services, as the Chair of the Foundation Board.

Kudos Services exists today because of the extraordinary vision and partnership between the State Government's Department of Human Services (DHS) and the National Disability Insurance Agency (NDIA), and the enterprising spirit of a group of specialist child and youth allied health practitioners and support staff. This unique vision resulted in Kudos Services, an organisation owned in trust for its members, who share the responsibilities of ownership as well as its rewards.

Kudos Services officially commenced operation on 1 October 2018, marked by the novation of the grant agreement to deliver the NDIS Early Childhood Early Intervention Partner in the Community program for South Australia from the DHS to Kudos.

But beyond this technical beginning, Kudos Services had already well and truly come alive in the hearts and minds of the group of government employees who made the transition to co-owners of an independent, employee-led Public Service Mutual enterprise.

The Foundation Board has had the great pleasure and duty of guiding this new organisation over the last twelve months, as it spun out of Government and established itself as a brand-new entity.

I am pleased to report that over this first year of operation, significant achievements and successes have been realised.

Our clients are at the heart of everything we do and continued high-quality service delivery to children and young people has been a great source of pride for the Foundation Board. Over the last twelve months we have supported over

4,000 clients and their families through our Therapy and Early Childhood Early Intervention Services.

Establishing the first Public Service Mutual in Australia proved to be a complex process with many challenges, including a changing service environment under the NDIS. Our members showed real commitment to tackling the big challenges in establishing and operating in a new commercial entity, guided by the shared vision and responsibilities that are central to a successful Mutual organisation.

I would like to thank the members of the Foundation Board for your tireless efforts and passion to set the right foundation to bring the Mutual to life. We will now see the Foundation Board handover the baton of responsibility to a brand-new member-elected Board, who will continue to progress the ongoing development of the governance capability and confidence in partnership with members, the Member Advisory Council (MAC), and Kudos' management team.

I would also like to thank Kudos' inaugural Chief Executive Officer, Nicole Keller, for her exceptional passion, dedication and innovation in leading Kudos Services into and through its first year of operation. A new Chief Executive Officer will be appointed in the coming months, and we sincerely appreciate all that Nicole has contributed to the organisation.

On behalf of the Foundation Board, it has been an honour and a privilege to serve this vibrant member-owned organisation.

The future holds many great things for Kudos Services thanks to the talent and commitment of its members and the collaborative approach to partnerships to build a community of care for children and young people.

## CEO REPORT NICOLE KELLER



I would like to acknowledge the hard work of our members in what has been a year of significant change, challenge and success.

Your passion, commitment and focus on delivering great services in partnership with our clients has enabled a smooth transition to start-up Kudos Services as Australia's first Public Service Mutual, to deliver services to children and young people with disability.

The year has been full of many challenges and changes for the group of members in transitioning from the public sector to becoming business owners. I am very proud of the fact that Kudos Services has built a solid foundation over the last twelve months to allow for the organisation to achieve our objectives in a more efficient, effective and ultimately more innovative way into the future.

We acknowledge the work and assistance of DHS in the transition and set up of Kudos Services and for their continued support.

During this time we have learnt the importance of being flexible and outward looking, ready to adapt and change in ways that ensure we fulfil our ultimate purpose – to empower people with disabilities, their families and communities to achieve their unique potential.

Our flexible and outward looking approach has driven real results for the organisation, members, clients, families and communities.

We have provided services to more than 4,000 children and young people across our ECEI and Therapy Services.

We have expanded the reach of our NDIS ECEI Partner services to provide services to children, families and communities across metropolitan and regional South Australia.

It has been a pleasure to work with our partners in the NDIA, locally and nationally, and to build

strong relationships and communication to deliver positive outcomes for children and young people.

We have also worked to manage effectively the higher than expected numbers of children aged 0-6 years accessing and then entering the NDIS.

We have reoriented our Therapy Services business model to adjust to the NDIS consumer-directed market, to be in a position to operate efficiently and effectively going forward.

We have established a Members Advisory Council (MAC) to represent and provide advice on behalf of the Members to the Senior Management Team and the Foundation Board.

We have continued to invest in building the Kudos brand, and, with the support of our friends at Fuller Communications, have ended this reporting period with a refreshed website and a new campaign 'Lifetime of Achievement'.

We have established two new consultation and office spaces at Unley and Elizabeth.

We have put in place new ICT infrastructure and client management systems to support our work.

We have undertaken a governance review process, and its outcomes have given us the blueprint for further work to build the right governance structure and practices for the organisation.

And we have engaged across Kudos' membership to articulate our strategic direction that will continue to act as the 'true North' for the Board and members, and to support the future-proofing of the organisation for our clients and members.

We finished the 2018-19 Financial Year with a positive equity position of \$1.5 million, held in the form of assets, such as building works,

office equipment and furniture. Throughout our establishment phase, we have developed sound financial management systems, processes and controls to ensure the accurate reporting to members and other stakeholders in relation to our financial operation and performance.

Our progress has been championed and supported by the Foundation Board. I would like to personally thank all members of the Foundation Board who have volunteered their time and expertise to support and mentor us in our period of transition and establishment, and to ensure that the next steps we take as an organisation are grounded in the key principles of cooperation.

I have also had the wonderful support of the Senior Management Team, and broader leadership team, over the past 12 months who have all brought their own unique skills,

expertise and enthusiasm to the task of establishing Kudos Services. I would particularly like to acknowledge the significant contribution of our General Manager Corporate, Deidre Kinchington, in leading the business systems, processes and structures that power so much of the behind-the-scenes activity at Kudos.

The name Kudos was chosen because all achievements small and large need to be recognised and celebrated.

So, it is fitting to end by acknowledging and thanking our clients, their families and carers, and the communities in which we work. We have the privilege of working with you every day to empower and enable a lifetime of achievement.

Kudos and thank you!



## ACHIEVEMENTS

**Supported  
4,300+**

children and young people

TWO NEW OFFICES:  
**ELIZABETH  
& UNLEY**

**113 Members**

Established a  
Members Advisory Council

**210 ECEI**  
information sessions  
and workshops held

**92% of parents  
and carers satisfied  
with the specialist  
therapy services  
we provide**

**+ ACCREDITATION  
against NDIS  
Practice Standards**

## ACHIEVEMENTS EARLY CHILDHOOD EARLY INTERVENTION

**1,455**  
New referrals received

**714**  
Families and children  
provided with initial supports

**1,344**  
First plans developed

**2,127**  
Review Plans developed

Over the 2018-19 year, Kudos Services established itself as the Early Childhood Early Intervention (ECEI) Partner for the NDIA in South Australia.

Through this service we are the first point of call for families with children up to 7 years of age who need assistance around disability or developmental delay. We also undertake the planning process for NDIS participants aged 0-6 years of age.

We deliver the ECEI service across South Australia, from a number of metropolitan and regional locations.

Our highly experienced allied health professionals in the ECEI service listen to the concerns and needs of families and provide initial supports if required.

From there, we either recommended other services and supports available in the community, or, if the child would be best supported by an NDIS Plan and funding package, we support them to develop their first NDIS Plan.

In the last twelve months we also provided support to children who were already participants of the NDIS through celebrating their development and attainment of goals and developing their subsequent NDIS Plans.

The ECEI service supported 3,984 children during the last year.

The ECEI team also worked on continuous service development, including improvements to our support offering and engaging external specialists when needed.

Through our work in community engagement and capacity-building we delivered 210 workshops and information sessions, as well as a series of meetings with key stakeholders.

We also attended community events so that families across our metropolitan and regional sites were kept up-to-date and well-informed about the NDIS and best practice regarding early intervention.

## ECEI CASE STUDY

Amelia\* is a 6-year-old girl with a diagnosis of cerebral palsy. She has faced many challenges at home and at school, including difficulties with walking and bullying.

To address issues with Amelia's mobility, specialised seating assessment hours were included in her NDIS Plan for a manual wheelchair.

With the NDIS funding available, and through the work of the ECEI team, Amelia was fitted with orthotics to better support her walking. Amelia has also been accessing speech therapy services with her NDIS funding.

At her latest review by her physiotherapist, Amelia demonstrated significant progress with her walking skills, so much so that she may no longer require the use of the wheelchair!

Amelia mum has told us she is thrilled with the outcomes her daughter is achieving through the expert advice provided by the ECEI team, and the therapeutic services and supports Amelia can access with her NDIS Plan.

\* Name has been changed to protect privacy



## ACHIEVEMENTS THERAPY SERVICES

**335**  
**clients**  
received services

**14,577**  
individual therapy  
sessions were delivered

**10,716**  
hours of service  
were delivered

Kudos Services' Therapy Services provides specialist therapeutic supports for people with a disability from 7 years of age. We provide a one-stop-shop for assessment and care planning, as well as therapeutic services, with a community-based approach. We support clients in a flexible way and in their natural environment, including in their home, in community settings such as schools, or at our offices.

We are a registered provider under the NDIS and provide Specialist Support Coordination, Improved Relationships and Improved Daily Living services.

We work together to plan and deliver services with children and young people to achieve

their goals, using the collective knowledge and experience of Kudos' high skilled and multidisciplinary team of Occupational Therapists, Speech Pathologists, Physiotherapists, Psychologists, Social Workers and Developmental Educators. This involves delivering therapy, behaviour intervention and support, Specialist Support Coordination, Exploring Housing, and equipment and assistive technology. Our work with children and young people with complex needs continues to receive particular recognition.

In the 2018-19 year, Kudos Services' Therapy Services has continued to deliver high quality therapy services to over 300 children and young people with disability, and their families and carers.

The Therapy Services team has also enjoyed participating in community activities and events throughout the year, including the Kyd-X expo, as well as supporting university students conducting their clinical placements. During February-April 2019, we hosted two Occupational Therapy students conducting their final year project, which was entitled In Conversation with Kudos Kids.



We are continuously looking to improve our services and conducted our first Client Satisfaction Survey this year, with responses from a sample of 53 families received.

Through the Survey we heard that:

**89%** of parents/carers of clients we work with are confident that the young person we support will achieve their goals as a result of the therapy services we provide, and

**92%** are satisfied with the specialist services we provide.

The feedback received through the Client Satisfaction Survey will continue to be used to inform our service and practice improvements, and the Survey will be undertaken again next year.

## ACHIEVEMENTS QUALITY AND ASSURANCE

The 2018-19 year has been an establishment year of the quality framework for Kudos Services. Throughout the last twelve months, we have focussed on the development of risk management, compliance, document management, privacy and continuous quality improvement systems and processes.

We have set up a Quality and Safety Committee which is tasked to deliver on the Kudos quality agenda, including clinical governance, clinical risk, and monitoring and learning from incidents and complaints.

With the NDIS Quality and Safeguarding Commission being established in July 2018 in South Australia and New South Wales, new systems and processes around positive behaviour support, reportable incidents and complaints management have been established to meet the new legislative requirements.

New NDIS registration requirements have been established under the Quality and Safeguarding Commission, including accreditation against the NDIS Practice Standards. Kudos Services appointed BSI as the approved quality auditor.

This audit was undertaken in August 2019 and Kudos Services has been recommended to the Commission for registration renewal.



## MEMBERS AND GOVERNANCE

As an employee-led mutual, Kudos Services has a parallel purpose of providing value to members through employee development, innovation and participation in the governance of the organisation.

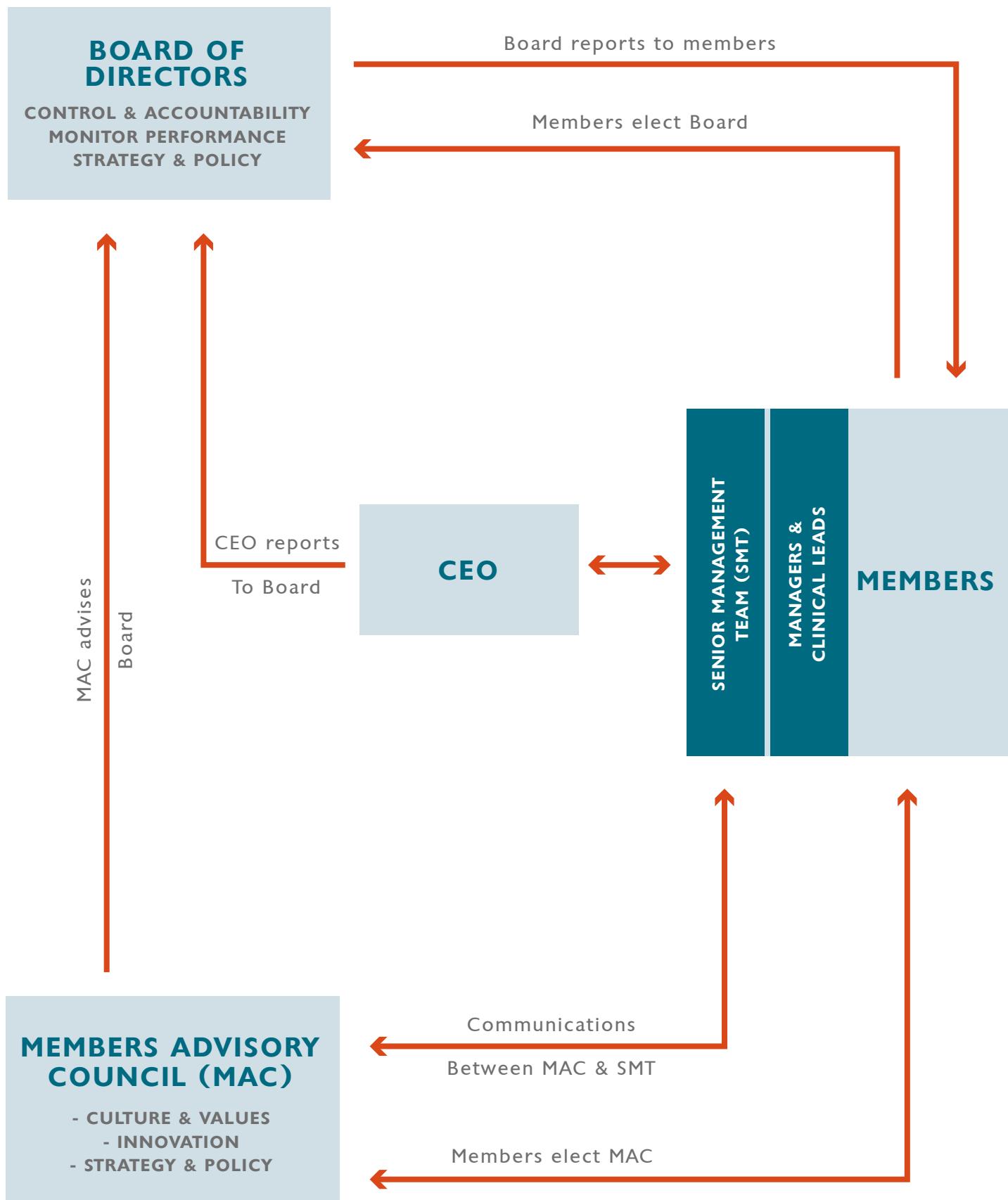
Our first year has involved creating the right operating environment to provide the foundation for the business. This has included building workforce capacity and capability around finance, people and culture, and ICT, undertaking a range of service, practice and business improvement activities, and reviewing the governance arrangements of the organisation.

Throughout, we have maintained a focus on members, with the principle of 'stronger together' guiding the way we work in a flexible and coordinated way across our business.

We have maintained 98% of our membership at the year-end (115 on establishment 1 Oct 2018; 113 at 1 July 2019) and continue to build on the vision, courage and enterprising spirit of the founding members (named below) who started Kudos Services.

<b>Andrea A</b>	<b>Alexandra E</b>	<b>Joshua K</b>	<b>Ramona S</b>
<b>Nata A</b>	<b>Jazmin E-H</b>	<b>Lisa K</b>	<b>Jackie S</b>
<b>Gayle A</b>	<b>Sara F</b>	<b>Melanie K</b>	<b>Alex S</b>
<b>Maria A</b>	<b>Kelly F</b>	<b>Deidre K</b>	<b>Kate S</b>
<b>Philippa B-P</b>	<b>Chanelle F</b>	<b>Jessica K</b>	<b>Sally S</b>
<b>Angela B</b>	<b>Rebecca (Bec) F</b>	<b>Denise L</b>	<b>Raewyn S</b>
<b>Vanessa B</b>	<b>Kylie F</b>	<b>Jessica L</b>	<b>Rebecca S</b>
<b>Keli B</b>	<b>Wing Sun F</b>	<b>Charmayne L</b>	<b>Ron S</b>
<b>Rebekah B</b>	<b>Amelia F</b>	<b>Joanne L</b>	<b>Georgina S</b>
<b>Zorana B</b>	<b>Sam G</b>	<b>Judy L</b>	<b>Rene S</b>
<b>Tamra B</b>	<b>Suzanne G</b>	<b>Leila M</b>	<b>Karen S</b>
<b>Molly B</b>	<b>Ayesha G</b>	<b>Monique M</b>	<b>Miranda S</b>
<b>Miriam B</b>	<b>Trisha G</b>	<b>Rosalyn (Ros) M</b>	<b>Bethany T</b>
<b>Chloe C</b>	<b>April G</b>	<b>Shyllie M</b>	<b>Karen T</b>
<b>Stephanie C</b>	<b>Angela G</b>	<b>Claudia M-M</b>	<b>Andrea T</b>
<b>Teya C</b>	<b>Rosemary (Rosy) G</b>	<b>Tracy M</b>	<b>Sasha T</b>
<b>Linda C</b>	<b>Nicola H</b>	<b>Catherine M</b>	<b>Hazel T</b>
<b>Michelle C</b>	<b>Cassandra H-N</b>	<b>Rebecca M</b>	<b>Devayani V</b>
<b>Nenalyn C</b>	<b>Paula H</b>	<b>Roisin (Rosh) M</b>	<b>Qiang (Ben) W</b>
<b>Jillian C</b>	<b>Ashlee H</b>	<b>Kate M</b>	<b>Danielle W</b>
<b>Ellie C</b>	<b>Margot H</b>	<b>Vasiliki (Kiki) P</b>	<b>Caitlyn W</b>
<b>Emma C</b>	<b>Gemma H</b>	<b>Kasia P</b>	<b>Shankari W</b>
<b>Joanna C</b>	<b>Kate H</b>	<b>Alanna P</b>	<b>Jodie W</b>
<b>Bianca C</b>	<b>Emily H</b>	<b>Yvonne R</b>	<b>Jessica W</b>
<b>Tamsin D</b>	<b>Nicole H</b>	<b>Lida S</b>	<b>Amanda W</b>
<b>Elena D</b>	<b>Zarinah J</b>	<b>Matthew S</b>	<b>Vicki W</b>
<b>Eloise D</b>	<b>Rowan J</b>	<b>Debbie S</b>	<b>Giulietta Z</b>
<b>Tracy D</b>	<b>Jane K</b>	<b>Tatiana S</b>	<b>Alice Z</b>

## GOVERNANCE STRUCTURE



A Members Advisory Council (MAC) has been established to represent and provide advice to the Senior Management Team and the Foundation Board. The MAC has met 13 times since it was established on 16 May 2019.

The members of the inaugural MAC are Paula Harris, Christine Devine, Steven Elcombe, Nenalyn Chan, Karen Temple and Bethany Taylor.

The MAC has begun to consider how it can best contribute to strategic planning that encompasses both the charitable objects of Kudos Services and its character as a Mutual, as well as the development of participatory processes for members.

Throughout the last year, three member meetings were held that allowed members to come together to share our journey, experiences, successes and strategies, and to contribute to supporting key charities including MumKIND.

The Foundation Board has contributed to the effective governance and supported the strategic direction of Kudos Services in its first year of operation. The experienced Board Directors have expertly supported the development of the organisation's ongoing value as a Public Service Mutual in delivering member and community benefit, and the emerging member role and participation in the governance of the organisation.

The members of the Foundation Board are: Adam Wilson, (Chair), Penny Gale (Deputy Chair), Madge McGuire, David Syme and Sarah White.

Foundation Board members who retired during 2018-19 are Amanda McIlroy (resigned July 2019) and Phillipa Duigan (resigned October 2018)

The Foundation Board met eight times in 2018-19.

## MEMBERS ADVISORY COUNCIL

**Members of the inaugural MAC Paula Harris, Karen Temple, Steven Elcombe, Bethany Taylor, Nenalyn Chan and Christine Devine.**



## FOUNDATION BOARD

**Members of the Foundation Board Penny Gale (Deputy Chair), Adam Wilson (Chair), David Syme, Madge McGuire and Sarah White (not pictured).**



## SUPPORTERS AND PARTNERS

We acknowledge the families and carers who we have worked with for allowing us to be part of their journey in seeking the best possible outcomes for their children.

Thank you to the members of the Kudos community of care, and the suppliers and stakeholders who have inspired, advised and supported us over the last year:

- National Disability Insurance Agency
- Quality and Safeguards Commission
- Business Council of Cooperatives and Mutuals CEO, Melina Morrison
- The Don Dunstan Foundation's Thinker in Residence, Dr Guy Turnbull
- Former Managing Director of Central Surrey Health (the UK's first Public Service Mutual), Professor Jo Pritchard
- RAA Managing Director, Ian Stone
- Gillian McFee (Gillian McFee and Associates)
- Lois Boswell and Gerrie Mitra (Department of Human Services)
- Hon Michelle Lensink MLC, Minister for Human Services
- Department of Human Services
- Department of Child Protection
- Department of Education
- Office of the Public Advocate
- South Australian Commissioner for Children and Young People, Helen Connolly
- Gaby Jaksa
- Sarah Groth (SG Balanced Solutions)
- Intermain Pty Ltd
- Fuller Communications
- Hessel Group

- HR Partners – A Randstad Company
- HWL Ebsworth Lawyers
- Hancock Creative
- KPMG Australia
- Thomson Geer
- Scope Global
- Urban and Regional Planning Solutions
- Colliers International
- Venture Private Advisory
- William Buck
- Community Business Bureau
- Commonwealth Bank
- I-Exchange Australia Pty Ltd
- AEIOU Foundation
- Autism SA
- Barkuma
- Can:Do Group
- Carers SA
- Novita
- RSB
- Community Living Australia
- Independent Advocacy SA
- YourKids Children & Youth Services
- Uniting Care Wesley Bowden
- Tquila ANZ
- Salesforce

## FINANCIAL REPORT

### NOTES TO THE FINANCIAL ANNUAL REPORT INFORMATION

The 2018-19 Financial Year was an establishment year for our company, Kudos Services. Importantly, sound financial management systems, processes and controls have been implemented and audited to ensure the accurate reporting to members and other stakeholders in relation to our financial operation and performance.

Kudos Services is a member-based organisation, operating on a not-for-profit basis. This means that, if we make money in excess of what we require to run the business, those excess funds are retained within our company, rather than being distributed to shareholders or members. This status, which we agreed prior to leaving the Government, allows us to invest in our company, so that we can grow our business and provide even better services to our clients, which ultimately benefits us as members.

Our 2018-19 Statement of Financial Position, set out in summary form in the tables below (and available in full to Members as a companion document to our Annual Report), reflects:

- The income and expenses that we received and incurred during the year (Income Statement)
- The value of our “Assets”, the items that we own and control in order to provide our services (Statement of Financial Position)
- The value of our “Liabilities”, the money or other items of value that we owe to others, such as our suppliers, or obligations that are payable, such as our lease costs (Statement of Financial Position), and
- Our end-of-year “Equity”, which, broadly speaking, represents members’ ownership value in our company, calculated by subtracting the value of Liabilities from the value of Assets (Statement of Financial Position).

During the first year of Kudos Services’ operation, we received Establishment Funding to set up the new organisation and our services, from both the State and Federal Governments, plus ongoing grant funding as the South Australian NDIS Partner in the Community for Early Childhood Early Intervention services. We have also generated fee-for-service income from the delivery of our Therapy Services. Necessarily, we have spent those funds in order to set up and successfully run our company.

As you will see in the tables, at the end of the year we have an Equity position of \$1.5 million. This balance is not “free cash” but is held in the form of assets, such as building works, office equipment and furniture.

## INCOME STATEMENT

REVENUE	
Grant Income	\$ 7,737,106
Fee for Service	\$ 1,637,394
	\$ 9,374,500
Interest Income	\$ 7,737
Other Income	\$ 2,617
<b>TOTAL REVENUE</b>	<b>\$ 9,384,854</b>
EXPENSES	
Employee Expenses	\$ 6,372,679
Property Expenses	\$ 405,048
Office Establishment Costs	\$ 164,506
Other Expenses	\$ 857,746
<b>TOTAL EXPENSES</b>	<b>\$ 7,799,979</b>
<b>NET SURPLUS</b>	<b>\$ 1,584,875</b>

## STATEMENT OF FINANCIAL POSITION

<b>CURRENT ASSETS</b>	
Cash & Cash Equivalents	\$ 6,349,150
Trade & other receivables	\$ 113,671
Other Assets	\$ 58,536
<b>Total Current Assets</b>	<b>\$ 6,521,357</b>
<b>NON-CURRENT ASSETS</b>	
Plant & Equipment	\$ 1,575,499
Intangible Assets	\$ 77,375
<b>Total Non Current Assets</b>	<b>\$ 1,652,874</b>
<b>TOTAL ASSETS</b>	<b>\$ 8,174,231</b>
<b>CURRENT LIABILITIES</b>	
Trade & other payables	\$ 581,619
Provisions	\$ 1,240,952
Other Liabilities	\$ 4,677,854
<b>Total Current Liabilities</b>	<b>\$ 6,500,425</b>
<b>NON-CURRENT LIABILITIES</b>	
Provisions	\$ 88,931
<b>Total Non Current Liabilities</b>	<b>\$ 88,931</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 6,589,356</b>
<b>NET ASSETS</b>	<b>\$ 1,584,875</b>
<b>EQUITY</b>	
Retained Surplus	\$ 1,584,875
<b>TOTAL EQUITY</b>	<b>\$ 1,584,875</b>

## STATEMENT OF CASHFLOWS

<b>CASHFLOW FROM OPERATING ACTIVITIES</b>	
Receipt from clients and government	\$ 15,180,420
Payments to Suppliers and employees	(\$ 7,186,133)
Interest Received	\$ 7,737
Net Cash provided from operating activities	\$ 8,002,024
<b>CASHFLOW FROM INVESTING ACTIVITIES</b>	
Payment for property, plant and equipment	(\$ 1,652,874)
Net Cash provided from investing activities	(\$ 1,652,874)
Cash & cash equivalents at beginning of the financial period	-
Cash & cash equivalents at end of the financial period	\$ 6,349,150



**For a lifetime of achievement.  
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