

# ANNUAL REPORT 2021 – 2022



**KUDOS**

## ACKNOWLEDGEMENT OF COUNTRY

Kudos acknowledges Aboriginal and Torres Strait Islander people as the Traditional Owners and Custodians of this country and their connection to land, water, and community. We extend that acknowledgement to the Kurna people, on whose land our offices are located.

We pay respect to them, their culture, and customs and to their elders past, present,

and emerging. At Kudos, we have an ongoing commitment towards reconciliation and are taking steps to ensure that it lives in the hearts and minds of all Australians.

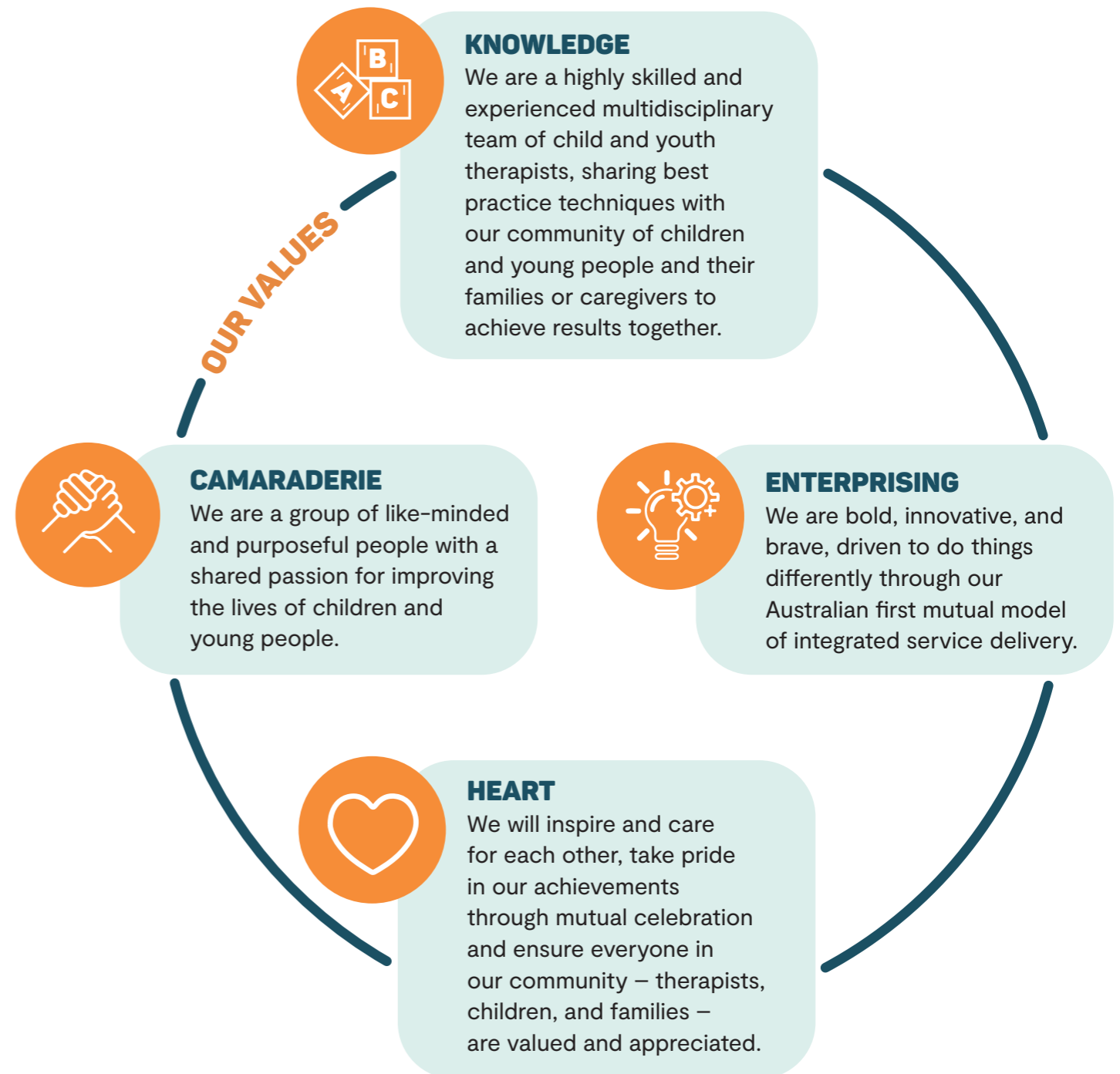
We would like to recognise and value the Aboriginal and Torres Strait Islander employees, families, children, and youth we support and those within our community and their contribution towards reconciliation.



All Kudos Staff at the Annual General Meeting (October 2021)

## OUR PURPOSE

We empower children, young people, adults and their families and carers to shape positive outcomes and live their best lives.



# A MESSAGE FROM THE CHAIR AND CEO

**It is our pleasure to welcome you to the Kudos Annual report and share with you the highlights of the 2021/22 financial year.**

As Kudos entered its fourth year, our members achieved a number of key milestones that have provided a solid foundation for us to evolve as an employee-controlled mutual, and to continue our success in delivering high-quality services to over 8,400 children and young people across South Australia.

Vital to our success as a mutual enterprise is recognising the value and input of our members to achieve strategic goals and secure long-term success for our organisation. This year, our members approved two significant pieces of work, a new Constitution to fully realise our potential as an employee-controlled mutual, and an Enterprise Agreement.

Kudos achieved significant growth over the past year as the organisation continues to mature and move to a more stable operational environment. Attributed to the success was a combination of growth within our team to 153 members, a substantial increase in the clients our therapy team supports, maintenance of exceptionally high-service standards as the NDIS Early Childhood partner, and a boost within our business development and marketing activities.

Therapy Services grew substantially over the past year, providing services to 588 clients, achieving growth of 32% whilst navigating the constant challenges of delivering services with COVID-19 restrictions. The team enhanced its footprint by welcoming 8 new staff members, and a permanent therapist relocated to service clients in the Iron Triangle. This was heightened by the introduction of a formal graduate program enabling the team to recruit new graduates to grow and learn with Kudos and provide a strong, knowledgeable team into the future. Furthermore, to meet unprecedented inquiry levels, a new intake team was established to streamline our intake processes.

The Early Childhood team underwent a major service realignment as part of the Early Childhood reset. This involved a change to the overall structure, including the introduction of the Participant Support Officer role. As part of the National Disability Insurance Agency (NDIA) grant, Kudos received an uplift in funding, which enabled the expansion of service operations with an additional 17 new roles to ensure the team can continue to deliver an efficient Early Childhood Partner service.

This year, Kudos transitioned to a more lean and agile back-of-house team, which involved consolidating the Senior Management team from five to four and restructuring the General Manager, Corporate Services role to include Quality and Marketing & Communications functions. In addition, the team introduced our first Internal Audit plan to ensure our business continues to meet service excellence.

To increase the awareness of Kudos as a service provider, the team invested in several marketing initiatives which included our first naming sponsorship with the Kids and Youth Disability Expo (KYD-X). Kudos entered community sponsorships with OneCulture Football and the Adelaide Crows Foundation with their Inclusive Academies. A successful radio advertising campaign was also launched in conjunction with Nova 91.9, which won us a place in the Top 6 Best radio Ads for June 2022.

Kudos continued the commitment towards reconciliation, with the establishment of a formal Reconciliation Working Group, comprising Members, Senior Management and Board Directors. The Working Group facilitated several reconciliation activities this year to promote awareness of Aboriginal and Torres Strait Islander histories and culture and will progress the development of Kudos' first Reconciliation Action Plan in 2022-2023.

Pleasingly, despite constant COVID disruption to the business, Kudos reported a modest operating surplus, something that we plan to grow in the coming financial year.

This year, we farewelled two Board Directors, Tom Laundry and Madge who stepped down from their roles, allowing two new faces to join, Mary Freer and Scott Bryant. We thank Tom and Madge for their Leadership and diligence as they navigated Kudos through the challenges we faces over the last two years.

Kudos sincerely thank Sarah Groth and her team at SG Balanced Solutions for keeping our finances in check, Comunet for their support with our information technology, and Damien Pozza and his team at Nexia Edwards Marshall for assisting us with our quality and compliance needs.

Finally, we would like to extend our thanks to all the members, staff and Directors for their dedication and passion. Despite the challenges of the last two years, Kudos continued a steady pattern of growth, which has provided a solid foundation for the coming year.



**Penny Gale**  
Chair of the Board



**Darrin Johnson**  
CEO



Outgoing Board Directors  
Tom Laundry & Madge McGuire



Kudos at the Kids and Youth  
Disability Expo

# STRATEGIC OUTCOMES

## SERVICE EXCELLENCE

Over the 2021/22-year, Kudos saw significant growth and development across both our Therapy and Early Childhood Partner services, with our team growing to a total of 153 members and supporting over 8,400 clients across the Adelaide Metro and Country areas.

Our service excellence achieved high standards over the past year, with an 81% client satisfaction rate for Therapy Services and the Early Childhood team consistently meeting and exceeding KPIs under the NDIA grant.



**8,400**  
Customers & participants



**3,700**  
Enquiries



**4,300+**  
Hrs of clinical & operational supervision & training\*

### Early Childhood



**83%**  
Client satisfaction



**98%**  
Timeliness of first plans



**2,700+**  
First plans



**3,000+**  
Plan reviews



**100%**  
Quality audit compliance

## Internal Audit

In October 2021, Kudos engaged Aceia, an internal audit and risk management specialist to help establish Kudos' first internal audit plan.

This engagement saw the development of Kudos' assurance map and audit plan being presented to the Governance and Risk Committee and the Kudos Board of Directors in February 2022, highlighting key focus areas over the 2022–2025 financial year periods.

In May 2022, following recommendations from the Governance and Risk Committee, the Board approved the Audit Plan for the 2022–2023 financial year, containing a total of 29 activities.

## INNOVATION

**As a young, modern, employee-controlled organisation we are always seeking new innovative ways to ensure we strive for our vision for every person with a disability and their family, to belong to a supportive community that understands them and is completely focussed on their unique ability to achieve the best that is possible.**

The Disability sector is constantly changing, and along with the impacts of COVID-19 on service delivery, our team has needed to come up with new approaches to ensure we can continue to deliver our services and grow as a mutual.

### Community Engagement and Inclusion with Nunkuwarrin Yunti (SA)

The Early Childhood (EC) team continued working with communities and multiple levels of government to create more inclusion activities and, to deliver improved outcomes for all people with disability, but with a more community-centred approach.

A key highlight this year within our Early Childhood team with the Nunkuwarrin Yunti (SA) to improve our approach to community engagement and capacity building to those from diverse cultural backgrounds and, has enabled us to connect with other Aboriginal Community Controlled Health Organisation's (ACCHO) into the future.

This approach has allowed us to provide bespoke supports to different groups by:

- Acknowledging that communities have different characteristics, needs and perspectives.
- Building relationships with the community, including with formal and informal community leaders.
- Promoting equity by working in partnership with individuals and groups facing barriers to inclusion.
- Identifying individual and community strengths and passions.
- Building community capacity and understanding, enabling communities to lead change and support inclusion in the longer term.

Over the past year, a small Kudos team successfully worked together with Nunkuwarrin Yunti (NY) of South Australia by building strong collaborations between our agencies to promote optimal outcomes for mutual clients.

Through this collaboration, we have found that participants are more likely to utilise the funds in their plans as they stay connected with Kudos members through to implementation and were supported in engaging service providers, understanding service agreements, and monitoring plan usage. Kudos staff have also expanded their knowledge of the services and programmes offered by NY and have linked participants to culturally appropriate playgroups, social skills groups and emotional regulation skills groups and workshops.

### Therapy Services



**23,627**  
Hrs of therapy/ supports delivered



**190+**  
Schools supported in the delivery of services.



**81%**  
Client satisfaction



**76%**  
Plan utilisation



**80%**  
Client retention



**32%**  
Client growth

\* including induction, NDIA training and 'refresher' opportunities, and regular therapy days.

# STRATEGIC OUTCOMES (CONT.)

## INNOVATION (CONT.)

### Technology to drive service excellence in Therapy Services

To evolve as a data-driven organisation, our Therapy Services implemented an approach to technology, unique to the disability sector with the aim to potentiate service growth. The approach uses key business intelligence insights to drive business decisions and KPI monitoring, which ultimately leads to enhancing our service excellence and efficient service delivery, whilst capturing additional revenue opportunities.

Over the last year, the team incorporated a set of data analytics tools, including the introduction of Machine Learning capabilities. There has also been an increasing number of digital transformation activities, including the continuous evolution of our

CRM system capabilities and the incorporation of Power BI, a business analytics platform that unifies data from many sources to create interactive, immersive dashboards and visual business intelligence reports.

At Kudos, we've been using Power BI to have a better understanding of our business performance, make data-driven decisions and capture revenue growth opportunities for our Therapy Services business unit.

Power BI has been a powerful tool that has given us greater insight into business performance and has had seamless integration with our CRM (Salesforce) and other digital platforms such as Facebook and Google Analytics. In addition to the incorporation of Machine Learning, it has enabled us to calculate and predict complex KPIs, among other things.

Data capture using digital dashboard technology



## WORKFORCE

Our workforce is the beating heart of our organisation that ensures we can deliver on our purpose. Over the past year, our workforce grew at a rate of 8.5% and is made up of a variety of allied health disciplines and back-of-house support.



## Therapy Graduate Program

Therapy Services introduced a Graduate Program which sought to recruit new graduates from allied health disciplines where they could learn from a team of experienced practitioners with the support of in-house Clinical Leads to develop their careers.

We hope to continue the success of the program into 2023.

“Kudos has been a great place to start my career, working alongside a skilled multidisciplinary team has assisted my skills development and understanding of the sector overall.”

**MATT G**  
Graduate Occupational Therapist

## Participant Support Officer Role

The Early Childhood team introduced the Participant Support Officer role to provide support to NDIS participants through monitoring, check-ins, routine plan reviews and plan implementations. The role ensures that participants are receiving the right review and that Kudos are undertaking timely and appropriate participant check-ins to promote positive participant experiences whilst also increasing Kudos' capacity to undertake a larger volume of work.

The role has shown great participant outcomes, which to date have resulted in high satisfaction for both staff and child representatives who are able to have meaningful and thorough conversations.

# STRATEGIC PARTNERSHIPS

A key part of the development of our organisation is the building of relationships with other external stakeholders to increase our presence as a disability services provider and continue innovation in the way we operate as an employee-mutual.

Throughout the past year, we partnered up with a range of organisations and advocates including:

- Adelaide Crows Foundation
- Business Council of Cooperatives and Mutuals (BCCM)
- David Caudrey, Disability Advocate for South Australia
- Department for Child Protection
- Exceptional Needs Unit (ENU), Department of Human Services
- Helen Connolly, Commissioner for Children and Young People (SA)
- Kids and Youth Disability Expo (KYD-X)
- Muna Paiendi
- Natalie Wade, Equality Lawyers
- Nunkawarrin Yunti (South Australia)
- OneCulture Football
- Women's and Children's Hospital

## Women's and Children's Hospital

The primary goal of our colocation project at the Women's and Children's Hospital (WCH) was to build the capacity of key people within the mainstream health system so that families who have both complex health needs and disability could be well supported and have appropriate, timely access to early intervention supports including referral to the NDIS.

## Kids and Youth Disability Expo (KYD-X)

Kudos entered its first naming sponsorship, partnering with the Kids and Youth Disability Expo (KYD-X), the only Disability Expo specifically for children and youth in South Australia. This was a fantastic opportunity for us as it enabled the Kudos name to be put in the spotlight and showcase to a wider target audience the high-quality therapy services we provide out in the community.



Kudos Staff with the Adelaide Football Club mascot at the Crows Foundation's Inclusive Academy Clinic.



Helen Connolly, Commissioner for Children and Young People (SA)

# LIVE THE MUTUAL CULTURE

A crucial part of our mutual enterprise is our commitment to developing a mutual culture that enables us to add value for members and their involvement in governance, innovation, and development as employees of Kudos.

Following the establishment of a Constitution Review Committee in early 2021 and a consultation process with Members, the resulting Constitution was approved by Members at the October 2021 Annual General Meeting. The new Constitution provides greater clarity on governance principles and the respective roles of the Board, Chief Executive Officer, and the Members Council. Key activities, including a Governance Practice Survey and workshops, were held to support its implementation and ensure a contemporary governance framework and operational model that reflected our new Constitution.

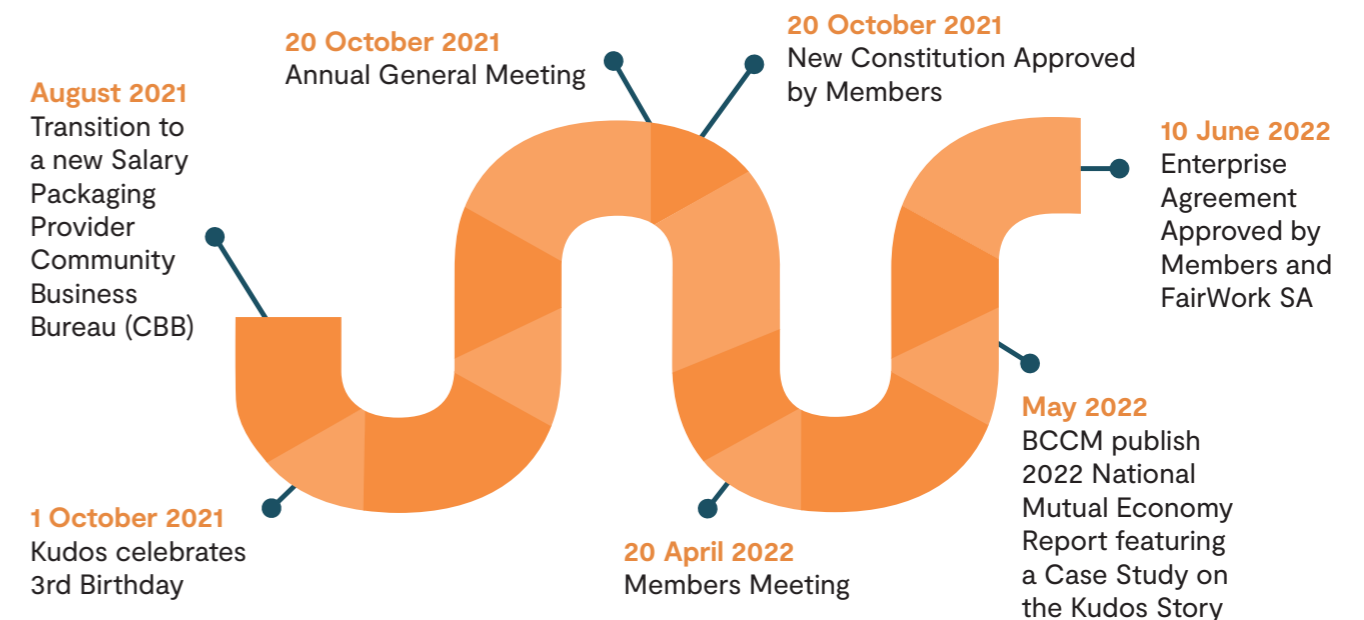
In June 2022, after a 16-month process, members ratified a new Enterprise Agreement (EA). An EA Negotiation Committee ensured a robust consultation process with members through information sessions, newsletters, and question & answer forums. The new EA is contemporary and flexible and positions Kudos as a progressive employer in the disability sector.

When building relationships with suppliers or partners, Kudos preferences other co-operative

and social enterprises that share its values. This year, members endorsed Community Business Bureau, (CBB), a nationally recognised Social Trader that helps build capacity and sustainability of other not-for-profits, as our new salary packaging provider. The move has provided members with more salary packaging options to maximise their take-home pay.

Kudos was honoured to feature as a case study in the Business Council of Cooperatives and Mutuals (BCCM), 2022 National Mutual Economy Report, which aims to map the size, composition and overall health of the sector using the Australian Co-operative and Mutual Enterprise Index (ACMEI). Kudos remains committed to building on its current foundation to use education and internal communication strategies to educate members on what mutuality is, and to assist new mutuals establish a framework for success.

Kudos is always looking at new ways to provide opportunities for employee development and, in March 2022, launched an Emerging Leaders Program within Therapy Services. The aim of this program is to provide opportunities for members, outside of formal leadership roles, to be involved in strategic planning as well as engagement in leadership training and development.



# LIVE THE MUTUAL CULTURE

Mutuality is an important cultural component of our Employee-Controlled Mutual. We asked our members what mutuality means to them, and this is what they came up with.

**GOVERNANCE**  
 BOTTOM-UP  
 TOGETHERNESS  
**DECISION MAKING**  
 MEMBERS VOTING  
**VOICE**  
 DEMOCRACY

**BEING VALUED**  
 MEMBER-CONTROLLED  
 UNDERSTANDING  
 CLIENT OUTCOMES  
 GOOD **RESPECT**  
 COMMUNICATION

**OWNERSHIP**  
 HAVING A SAY!  
**INCLUSION**  
 SHARED PURPOSE  
 POSITIVE ENVIRONMENT  
**TEAM WORK**  
 SERVICE QUALITY  
 EMPLOYEE MEMBERS  
**CONNECTION**  
 CONSULTATION  
 TAKING RESPONSIBILITY  
 RESPECT

**CONVERSATION**  
**COLLABORATION**  
 CO-OPERATION  
 ACCOUNTABILITY  
 INVOLVED  
 KNOWLEDGE SHARING  
 STRONG FUTURE  
**RECOGNITION**  
**COLLABORATION**

# STAFF EVENTS



# GOVERNANCE

Kudos' Board of Directors is independently elected by members to govern our employee-controlled mutual. Our directors recognise their role in overseeing the purpose and application of policies and processes, that reflect good corporate governance and align with the Kudos Strategic Plan, Vision and Purpose to deliver the best possible services for people with disability.

## Our Board Committees

Kudos has two key committees supporting our Board.

**The Finance & Audit Committee** assists the Board in fulfilling its corporate oversight responsibilities and oversees management's financial administration.

**The Governance & Risk Committee** ensures the systems of corporate and operational governance complies with best practice, including risk analysis and internal audit and regulatory, and policy compliance.

*Kudos Members acknowledge and thank the Board of Directors for their commitment and contribution throughout the year.*

Kudos Board of Directors  
 Front Row: Mary Freer, Gillian McFee and Elaine Nash  
 Back Row: Rebecca Wilson, Scott Bryant and Penny Gale  
 Absent: Sam Scammell (inset)

Name of Director	Committee Membership	# attended	# eligible to attend
<b>Penny Gale</b> <i>Board Chair</i>	Finance & Audit Committee Governance & Risk Committee	10	11
<b>Rebecca Wilson</b> <i>Deputy Chair</i>	Chair, Governance & Risk Committee	10	11
<b>Sam Scammell</b> <i>Company Secretary</i>	Finance & Audit Committee	10	11
Elaine Nash	Governance & Risk Committee	10	11
Gillian McFee	Finance & Audit Committee	10	11
<b>Mary Freer</b> <i>Commenced Oct 2021</i>	Governance & Risk Committee	6	8
<b>Scott Bryant</b> <i>Commenced Oct 2021</i>	Chair, Finance & Audit Committee	7	8
<b>Tom Laundry</b> <i>Resigned Oct 2021</i>	Chair, Finance & Audit Committee	3	3
<b>Madge McGuire</b> <i>Resigned Oct 2021</i>	Governance & Risk Committee	3	3



# INCOME STATEMENT

## REVENUE

	\$
Grant Income	11,172,599
Fee for Service	4,293,633
	<b>15,466,232</b>
Interest Income	12,315
Other Income	7,133
<b>TOTAL REVENUE</b>	<b>15,485,680</b>

## EXPENSES

Employee Expenses	12,398,144
Agency and Contractor	627,360
Administration Expenses	508,441
Property Expenses	549,320
Audit, Legal and Consultancy	320,483
Funded Assets	213,235
Marketing Expense	212,653
Motor Vehicle Expense	126,690
Other Expenses	126,603
Board Remuneration	105,201
Staff Training & Development	76,972
Office Establishment	7,240
Depreciation - Fit out	334,418
<b>TOTAL EXPENSES</b>	<b>15,606,760</b>
<b>NET SURPLUS</b>	<b>- 121,080</b>



**TOTAL REVENUE**  
**\$15,485,680**



**TOTAL EXPENSES**  
**\$15,606,760**



**NET SURPLUS**  
**-\$121,080**

A full version of our detailed financial statements and audit report for the year ending 30 June 2022 is available at [www.acnc.gov.au](http://www.acnc.gov.au).





**Get in touch with us**

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**KÜDOS**