

Koorana Child & Family Services

Annual Activity & Impact Report 2026

All children. All abilities. All possibilities.

50 Years

Koorana

Child & Family Services

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Acknowledgment of Country

We acknowledge the Traditional Owners of the Land we live and work and pay our respects to Elders past, present and emerging. We recognise their continuing connection and care of Country, and the education they have provided to children for thousands of years.

OUR VISION AND PURPOSE

Our vision is that children and young people of all abilities and backgrounds have the opportunity to explore all possibilities in safe, supportive, and inclusive environments.

Our purpose is to work alongside children and young people, and their families/ caregivers, to strengthen each child's development, wellbeing and participation in everyday life.

Our core values



Inclusion

Child and Family Centred

Collaboration

Continuous Improvement

Accountability

THE YEAR IN REVIEW: 2025-2026 FINANCIAL YEAR

2,488 *Children and young people supported*

129 *Suburbs*

1,114
Identified clients registered and attending **Supported Playgroups** across our eight locations

411
Children in preschools (including 39 children with high learning support needs)

200
Children participated in our **Start Strong Pathways** program

506
Children in schools receiving screening clinics under the **CFC program**

99 Parents
25 Teachers
Received **capacity building support** under the **CFC program**

783 *Children and young people supported through our Early Childhood Intervention and Allied Health Services*

- **249** Children receiving **NDIS packages**
- **191** Children receiving **Speech Therapy**
- **146** Children receiving **Occupational Therapy**
- **32** Children receiving **Specialist Education**
- **23** Children receiving **Physiotherapy**
- **14** Children receiving **Psychology**

82%
Agree and Strongly Agree

That their child had made progress towards achieving their goals, based on Koorana's October 2025 and May 2026 client surveys.



That their child had made progress since accessing Koorana's services

CHAIR'S REPORT

It is my privilege to present the Chair's Report for the Financial Year 2025-2026, a particularly significant year as Koorana celebrates 50 years of supporting children and families.

Fifty years is an extraordinary milestone. Since Koorana was established in 1976, much has changed in our communities and across the early childhood, disability and family support sectors.

What has remained constant is our belief that all children, of all abilities, should have the opportunity to belong, participate and thrive.

This year has also been one of significant change. Reform across the NDIS, early childhood education and family support sectors has required Koorana to continually adapt while remaining focused on the quality, accessibility and sustainability of our services.

Through this environment, the Board's priority has been to provide steady stewardship, support our leadership team and ensure that decisions remain grounded in Koorana's purpose and long-term interests.

From Vision to Reality – Bass Hill

One of the proudest moments of the year was seeing our new inclusive preschool at Bass Hill completed and commence operations in May 2026.

For several years, this project has required vision, persistence and careful governance. The Board has maintained oversight of the significant financial and organisational investment required to bring the preschool to life. To now see children and families walking through its doors and strong community demand already emerging makes that journey particularly rewarding.

Bass Hill represents much more than a new building. It is an investment in inclusion and in Koorana's future, creating another environment where children with different abilities and support needs can learn and develop together. I again acknowledge my fellow Director Rodney Timm, whose commitment and persistence throughout the development of Bass Hill have been instrumental, together with Morgan, our leadership team, staff, partners and supporters who helped turn the vision into reality.

Governing Through Change

Good governance becomes even more important during periods of uncertainty. Throughout Financial Year 2025-2026, the Board has maintained close oversight of financial sustainability, risk, organisational performance, child safety, workforce wellbeing and the changing regulatory and funding environment.

The reduction in NDIS travel funding, changes to early childhood education funding and the development of new foundational supports have created genuine challenges for service providers and families.

At the same time, Koorana has continued to contribute constructively to sector reform, including through participation in the Commonwealth and NSW advisory processes supporting the development of Thriving Kids.

Child safety has also rightly remained a significant focus. The Board strongly supports Koorana's continued implementation of new legislative requirements and the ongoing strengthening of safeguards across all of our services.

Our responsibility as a Board is not simply to respond to today's challenges, but to ensure Koorana remains strong, sustainable and relevant for the children and families who will need us in the years ahead.

Setting Our Direction for the Next Chapter

An important governance achievement during the year was the development of Koorana's new **2026–2029 Strategic Plan**.

Following the substantial investment in Bass Hill, the strategy provides a clear focus for the next phase of Koorana's development: rebuilding financial reserves and strengthening sustainability; concentrating our efforts where Koorana can create the greatest impact; and continuing to strengthen operational excellence and governance.

We also have an opportunity to extend Koorana's impact beyond the families we directly support. The implementation of the Pyramid Model, expansion of professional training and consultancy, and work to document Koorana's integrated practice model provide pathways to share what we have learned about inclusion with the broader sector.

Our People and Partnerships

While governance frameworks and strategies are important, organisations such as Koorana ultimately succeed because of their people.

I would like to acknowledge our CEO, Morgan Fitzpatrick, for her leadership through another complex year. Morgan has continued to lead Koorana while also ensuring that the experiences of children and families are represented in important sector discussions.

To our Executive Leadership Team and every educator, therapist, family support worker and member of our corporate and support teams, thank you. Your commitment is what transforms Koorana's purpose from words into meaningful outcomes for children and families every day.

I also thank my fellow Board Directors. Board service at Koorana is voluntary, and behind every Board and committee meeting are many additional hours of preparation, consideration and professional expertise. I am grateful for the care, challenge and collective responsibility that each Director brings to our governance.

Most importantly, I thank our families for the trust they continue to place in Koorana. That trust is reflected in consistently positive family feedback, with an organisation-wide Net Promoter Score of 74 in October 2025 and 76 in May 2026. Our government, philanthropic, community and sector partners also remain fundamental to what Koorana can achieve. Our impact has always been strengthened through collaboration.

Celebrating 50 Years and Looking Forward

As we celebrate Koorana's **50th anniversary**, it is worth reflecting on what five decades of community service represents.

Thousands of children and families have been part of Koorana's story. So too have generations of employees, volunteers, Board members, donors, government partners and community organisations who believed in the importance of inclusion and contributed their time, expertise and resources to make it possible.

Our 50th year should therefore be both a celebration and a commitment.

We celebrate everyone who has built Koorana over the past five decades. At the same time, we recommit ourselves to ensuring that the organisation entrusted to us today remains strong enough to serve the next generation.

My wish as we celebrate this milestone is that Koorana continues to be courageous in championing inclusion, thoughtful in how we grow, disciplined in our governance, and always centred on children and families.

The world around Koorana will continue to change. Funding models will evolve, policies will change and new challenges will emerge. But our purpose remains enduring.

All children. All abilities. All possibilities.

On behalf of the Board, thank you to everyone who has contributed to Koorana's journey, this year and across the past 50 years.

I look forward with great optimism to the next chapter of Koorana's story.

Warm regards,



Sujeet Jena
Chair, Koorana Child & Family Services Ltd.



CEO'S REPORT

I'm pleased to share our Financial Year 2025-2026 Annual Activity and Impact Report with our valued stakeholders.

This year has been a momentous year for Koorana with significant milestones, as well as the need to navigate a significant reform environment. As we entered this year, Koorana also entered its 50th year of operations – an incredible milestone and achievement.

The year is a story of hope and resilience, as well as, celebrating our enduring commitment to our families as we move into a new and exciting chapter ahead.

As I present this report, I share the context of the year, the challenges, the future direction and the wonderful milestones that were achieved.

Key Achievements

We are thrilled that Financial Year 2025-2026 brought to conclusion the build of our new inclusive preschool in Bass Hill and the commencement of operations to support local families. While the centre only opened in May 2026, we are already seeing overwhelming community demand, especially for families who have children with developmental delays, disabilities or other high learning support needs. We are thrilled that our vision for this preschool is being realised and we can fill a needed gap in the community. This is Koorana's vision and purpose in action, and we are proud to see our services now reach more families in our community.

In addition to Bass Hill, we have been proud to be recognised for a range of Awards in Financial Year 2025-2026:

- Finalist in the 2026 AIM Business Awards 2026: Non-Profit Category;
- Finalist in the 2026 ZEST AWARDS 2026: CALD Communities Category for Start Strong Pathways;
- Finalist in the 2026 HESTA Excellence Awards in Disability Services Team Category: Early Childhood Intervention and Allied Health Team for Foundations for Growth program

These awards highlight the value of Koorana's innovative approaches to supporting children, families and professionals in relation to inclusion. We are proud to be recognised as finalists across so many Award categories and Award types.

Importantly, Financial Year 2025-2026 has also been a year of investment in our practice with our organisational implementation of the Pyramid Model. This evidence-based model provides our team with practical guidance and strategies to support inclusion and social emotional development of children and young people. It has been an incredible journey for our team in implementing this across our centres and broader services, as well as beginning to offer this training externally to other services.

Another incredible milestone in the last year has been the launch of our free parent and professional webinar series, bringing developmental expertise to the broader community in accessible formats. We are pleased to be able to share our expertise in inclusion with the wider community to expand our impact.

Sector Reforms

We remain in a period of significant reform and reflection across all the child and family sectors we work within. In the last year, we have had to respond to significant policy changes, which include:

Disability-Related Reforms

- **Reductions to NDIS Pricing as it relates to travel for our therapists:** This change was announced just as we entered Financial Year 2025-2026 and has had a significant impact on our operations. The change reduces the sustainability of providing an early childhood intervention approach aligned to the National Framework for Best Practice in Early Childhood Intervention where we deliver therapy and capacity-building supports in the environments where children live, learn and play. We remain concerned about the practice model this encourages and its efficacy and ability to meet family needs. We have spent much of the last year advocating for these changes to be reviewed, adapting our model to adjust to the new policy and supporting families and our team with the changes. We acknowledge that the NDIS has released a pricing strategy to review pricing over coming years and are hopeful that future models enable a more sustainable, best practice approach.
- **Thriving Kids design and implementation:** Alongside reforms within the NDIS space, the government has worked to progress the foundational supports which were recommended in the NDIS Review's Final Report released in 2023. This has led to the announcement of the Thriving Kids program, and Commonwealth and State engagement to design this program over the last year. We were honoured to be a member of the Commonwealth and NSW's Advisory Groups and to contribute to the design of Thriving Kids, which we anticipate will begin implementation in NSW in Financial Year 2026-2027. Koorana is a strong advocate for the new model which aligns better to best practice and is designed to improve family experience and journey. However, we also acknowledge the challenge of change for families and the sector, especially with the uncertainty that accompanies it within the broader reform context. We are committed to continuing to advocate to ensure that the program meets families' needs as it is implemented over coming years.
- **Broader NDIS reforms:** The NDIS continues to undergo significant reform, including the passage of the NDIS Amendment (Securing the NDIS for Future Generations) Bill 2026. Alongside the Australian Child and Family Supports Alliance (ACaFSA), we have raised concerns about the potential impacts on families. Our role on the NDIS Children's Expert Advisory Group concluded in July 2026, with other advisory groups contributing advice moving forward. As with the Thriving Kids rollout, we will continue advocating for reforms that put children and families' needs at the centre and do not disadvantage families by design.

Early Childhood Education Reforms

- **Early Childhood Education – NSW Funding Changes:** In the last two years we have had several challenges as it relates to funding for our community preschools. Unfortunately, this year with the 2026 changes to the Start Strong Fee Relief, we were unable to continue to absorb these costs. And, as a result, we had to review our fees with the impacted preschool in Roselands. This was a difficult decision for Koorana who has always strived to ensure our services are accessible to families who might otherwise miss out. However, funding challenges meant that without a fee review, we could not continue to offer the same quality of care as we do currently. While this decision has been difficult, we do note that further reforms are expected in 2027. We remain hopeful as we write this report that these reforms will provide a system better aligned to individual family circumstances, to ensure no child misses out.
- Early Childhood Education child safety reforms: Child safety in early learning settings has been front and centre in the media, government and for the sector in the last year. Horrific instances of abuse have have surfaced. Koorana has a long-standing commitment to child safety which it has continued to focus on and approach with renewed reflection and commitment in the last year. We are actively implementing the new legislative requirements as they are released and actively reflect on our practice to implement new and improved safeguards for children not just in our preschools, but across our services.

Other Family Supports

- **NSW Department of Communities and Justice's new Child and Family Supports (CaFS) Program:** In the last year, we also wish to highlight the reforms to the previous Targeted Earlier Intervention program with the NSW Department of Communities and Justice. These contracts were reissued in Financial Year 2025-2026 and the new CaFS program commenced on 1 January 2026. Koorana is very pleased that we are able to continue to deliver our supported playgroups via this funding, but also that we were able to reflect now some of the more intensive work we are doing to support families who need additional supports. With this new change, we note that this has meant our former Canterbury Child and Family Interagency which Koorana was funded to coordinate, has wrapped up. We want to thank the members of that Interagency whom we have worked with for many years. The new contract has provided us opportunity to shift our sector engagement to new areas including Burwood, Strathfield, and Canada Bay and we are now supporting CaFS providers in a sector development capacity, which focuses on engagement and strengthening of the local sector.

Looking Forward

Looking ahead to 2026–2027 and our continued 50th anniversary celebrations, we look forward to bringing Bass Hill preschool to full operations, supporting more local children, and the potential to participate in the Thriving Kids rollout, helping address gaps in services for families.

We will also expand our consultancy and professional training, including the Pyramid Model, and seek partnerships to document our integrative practice model and develop toolkits to support inclusive practices in other early learning settings.

Our 2026–2029 Strategic Plan, commencing 1 July 2026, focuses on:

- Financial sustainability, rebuilding reserves following our investment in the new preschool.
- Deeper impact, focusing on the services we deliver best.
- Operational excellence and strong governance.

With this clear direction, we look forward to evolving our services, reaching more families and strengthening our community impact.

Appreciation and Gratitude

As I close this introduction, I want to take a moment once again to thank everyone who has supported us this year. From our incredible Board, led by our Chair Sujeet Jena, who dedicate hundreds of volunteer hours, to our incredible team of staff who support our families – you are so valued and appreciated.

To our families, we are so grateful to turn to us with trust in supporting your child and family. Our family surveys continue to demonstrate the trust families place in Koorana, with Net Promoter Scores of 74 in October 2025 and 76 in May 2026. These results are an encouraging reflection of how much families value our services.

Our sector partnerships locally, and across Australia, give us not only opportunities to collaborate to support families each day, but also to have a shared voice in our advocacy to create a better system for families and providers. We are grateful for all these partnerships.

And to our philanthropic and government partners, thank you for all that you do to champion our work and support us.

If I had to name one thing that supported us through this year that resonates above all else, it would be the partnerships we have, and the networks which support us.

Thank you for supporting Koorana, myself and our team with every step!



Morgan A Fitzpatrick
CEO, Koorana Child & Family Services Ltd.





OUR SERVICES

For 50 years, Koorana has been creating opportunities for children and families to learn, grow, belong and thrive.

Established in 1976, Koorana Child & Family Services has grown alongside the communities we support. What began as a local response to the needs of children and families has evolved into an organisation delivering inclusive early childhood education, Early Childhood Intervention and Allied Health, child and family supports, and professional learning.

In our 50th year, our purpose remains grounded in a simple belief: all children, of all abilities and backgrounds, should have the opportunity to explore all possibilities in safe, supportive and inclusive environments.

We work in partnership with children, families and communities to provide high-quality services that respond to individual strengths, priorities and circumstances. Our approach recognises families as experts in their child and brings together educators, therapists, family support professionals and community partners to create meaningful support around everyday life.

Koorana supports children and young people from birth to 18 years through therapeutic, educational and family support services delivered across homes, preschools, schools, community settings, clinics and online. We also work with parents, carers, educators and professionals to build confidence, knowledge and capability beyond individual service delivery.

Our work is delivered through four key service streams:

› Early Childhood Education

Inclusive preschool environments where children of all abilities can learn, participate and belong.

› Early Childhood Intervention and Allied Health

Family-centred, strengths-based support that helps children and young people participate meaningfully in everyday life.

› Child and Family Support

Accessible community programs and resources that build family confidence, strengthen connections and create pathways to early learning, health and other supports.

› Professional Support

Training, consultancy, webinars and practical resources that help professionals strengthen their developmental knowledge and inclusive practice.

GROWING OUR IMPACT

Financial Year 2025–2026 was an important year of growth and evolution for Koorana.

Our new Bass Hill Preschool opened in May 2026, expanding access to Koorana's inclusive preschool model and responding to strong demand from families seeking supportive early learning environments for children with diverse learning and developmental needs.

Across the organisation, we continued embedding the Pyramid Model, strengthening the practical strategies our teams use to support inclusion, relationships and children's social and emotional development. This work has also begun to extend beyond Koorana through professional training and sector capacity building.

We also established our free parent and professional webinar series, making practical developmental knowledge and professional expertise more accessible to families and the wider community. Alongside our expanding consultancy, workshops and professional development offer, this is helping Koorana extend its impact beyond the children and families who directly access our services.

As we enter our next 50 years, we are continuing to strengthen the evidence behind our integrated way of working and exploring how Koorana's experience can help other early learning and community environments become more inclusive.

Our values guide how we work

› Inclusion

We celebrate diversity and create environments where people feel welcomed, respected and able to participate.

› Child and Family Centred Practice

We listen to children and families, respect their priorities and recognise their right to choice and self-determination.

› Collaboration

We work in partnership with families, colleagues, communities and sector partners because stronger outcomes are achieved together.

› Continuous Improvement

We value feedback, reflection and lifelong learning, continually strengthening the quality and impact of our work.

› Accountability

We act with integrity and remain accountable to the children, families, communities and partners who place their trust in us.



EARLY CHILDHOOD EDUCATION

Koorana's Early Childhood Education services experienced a significant year of growth, quality improvement and deeper community connection in Financial Year 2025–2026. Croydon Street Preschool in Lakemba and Phillip Street Preschool in Roselands continued to strengthen their inclusive practice, while our third inclusive preschool at Bass Hill moved from construction and preparation to welcoming its first cohort of children and families.

Across the three preschools, 411 children were supported during Financial Year 2025–2026, with 200 children attending Phillip Street, 146 attending Croydon Street and 65 attending Bass Hill during its first weeks of operation.

Phillip Street Preschool is licensed for 40 children per day and Croydon Street Preschool for 24 children per day. On 18 May 2026, Bass Hill Preschool officially opened, adding a further 40 places per day and extending Koorana's inclusive early childhood education model into a new community.

Across all three services, children experience an inclusive, play-based early learning program that supports development, participation and belonging. Educators build learning around children's strengths, interests and everyday experiences, while working closely with families to create environments where every child is supported to participate.

Our preschool communities are culturally diverse, and family-centred and culturally responsive practice is embedded across the services. Educators take time to understand each family's priorities, experiences and circumstances so that children and families feel welcomed, respected and part of their preschool community.

Koorana's integrated approach also enables educators and Early Childhood Intervention and Allied Health practitioners to work collaboratively when additional support is needed.

Embedding The Pyramid Model In Everyday Practice

A major focus across Koorana's preschools this year was moving the Pyramid Model for Supporting Social Emotional Competence in Young Children from training into everyday practice.

The Pyramid Model provides educators with an evidence-informed framework for creating nurturing relationships, supportive environments and intentional strategies that promote children's social and emotional development. Importantly, the work is not focused only on responding when a child is experiencing difficulty.

It begins with the relationships, environments, routines and interactions that help all children feel safe, connected and able to participate.

During Financial Year 2025–2026, educators built their knowledge through Pyramid Model training, reflection, coaching and tools such as the Teaching Pyramid Observation Tool (TPOT). Across the three preschools, teams then applied the framework in ways that responded to the children, families and communities they support.

Bass Hill Preschool:
Building inclusive practice from the beginning

Opening a new preschool created a unique opportunity to embed Pyramid Model principles into Bass Hill's culture from the outset.

Before the service opened, educators participated in Pyramid Model training and induction activities to establish a shared understanding of relationship-based practice, social-emotional development and inclusive teaching.

When children and families began attending in May, the team's initial focus was deliberately centred on relationships, safety and belonging. Educators established predictable routines, created welcoming learning environments and spent time building trusting relationships with children and their families.

Rather than introducing the Pyramid Model after practices were already established, Bass Hill has been able to build its preschool culture around these principles from its first day — creating a strong foundation for inclusive practice as the service grows.

Croydon Street Preschool:
Strengthening educator capability through coaching and reflection

Croydon Street Preschool progressed its Pyramid Model implementation through Tier 1 and Tier 2 strategies, TPOT and Practice-Based Coaching.

Practice-Based Coaching gave educators structured opportunities to reflect on their interactions with children, identify areas for development, trial strategies and consider what was working. This moved professional learning beyond attending training and into sustained changes in everyday practice.

Educators strengthened their capacity to provide additional social and emotional support where needed while maintaining a consistent approach across the preschool. The process has helped build educator confidence and strengthened the use of intentional, evidence-informed strategies that support relationships, participation and emotional regulation.

Phillip Street Preschool:
Using relationships and routines to build belonging

At Phillip Street Preschool, the team continued to build its practice around the understanding that behaviour is communication. Educators used the Pyramid Model and TPOT to reflect on the preschool environment and consider how routines, interactions and spaces could better support children.

Everyday routines became important opportunities for social and emotional learning. Established rituals such as shared tea-time experiences provide predictable moments for children and educators to connect, talk and learn together.

Through these interactions, educators can model social skills, emotional language, turn-taking and respectful relationships while helping children develop a sense of security and belonging.

Across all three preschools, the Pyramid Model is increasingly becoming part of how educators think about and respond to children, rather than a separate program or set of activities.

What Preschool Families Told Us

- **81%** agreed or strongly agreed that their child had made progress towards their goals.
- **81%** agreed or strongly agreed that they had noticed an improvement in their child's development.
- **84%** agreed or strongly agreed that they felt more confident supporting their child.
- **81%** described their child's experience at Koorana as "Really Good" or "Fantastic".
- **100% of respondents who answered the inclusion question said they felt welcomed and included when accessing Koorana.**



"My son is much more social now. He confidently talks to children of different ages and can tell us stories about everything he did during his preschool day. It has been wonderful to see his confidence grow."

Koorana preschool parent

A year of growth, quality and connection

A third inclusive preschool opens at Bass Hill

The opening of Bass Hill Preschool on 18 May 2026 was one of the most significant milestones of the year.

The journey to opening involved completing construction and handover, achieving service approval, hosting community open days, conducting supported enrolment interviews and recruiting an entirely new team comprising a director, three educators and an administrator.

Despite operating for only the final weeks of Financial Year 2025–2026, Bass Hill supported 65 children during the reporting period. Early engagement with the community has also reinforced the need for an inclusive preschool model in the area. A significant proportion of enquiries received by the service related to children requiring additional learning or developmental support.

The next stage will focus on increasing utilisation, continuing to build awareness among local families and strengthening the capability of the new team as the preschool grows.

Quality recognised at Croydon Street

Croydon Street Preschool achieved an important quality milestone in February 2026 through its Assessment and Rating.

The preschool achieved an overall rating of Meeting the National Quality Standard, with Exceeding in Quality Area 1 – Educational Program and Practice. The result recognises the quality of the educational program and reflects the team's continued focus on reflective practice, intentional teaching and continuous improvement.

Croydon Street also strengthened connections beyond the preschool through excursions to the Lakemba Knowledge and Learning Centre and deeper engagement with families.

Bringing families into the preschool community

Family partnership remained an important focus across the year.

At Croydon Street Preschool, the introduction of Around the Table sessions created opportunities for small groups of parents and educators to spend time together discussing topics relating to preschool, home and children's learning and development. An open-gate approach also encouraged stronger connection between families and the preschool.

At Phillip Street, Family Fun Days provided relaxed opportunities for parents to spend time in the preschool environment, watch their children play and build relationships with other families.

These initiatives complement the everyday conversations between families and educators and reinforce an important part of Koorana's approach: families are not simply recipients of a service — they are partners in their child's learning and development.

Navigating transitions and challenges

Financial Year 2025–2026 was also a year of considerable change.

Establishing Bass Hill required the team to navigate construction delays, service approval, recruitment and the practical challenges involved in building a new preschool community. Recruiting the right educators was particularly important, with the team focused not simply on filling positions but on establishing a workforce able to deliver Koorana's inclusive model.

While Bass Hill experienced strong demand from families seeking support for children with additional learning needs, mainstream enrolments developed more gradually. Increasing community awareness and building a balanced preschool community will therefore remain an important focus.

Across all three preschools, changing expectations within the early childhood sector — particularly in relation to child safety, inclusion and quality — required continued reflection and adaptation.
Rather than viewing these requirements simply as compliance activities, the teams have continued to use them as opportunities to examine everyday practice, strengthen safeguards and ensure children and families experience safe, inclusive and responsive environments.

At the same time, the implementation of the Pyramid Model has required sustained investment in educator capability. Moving from professional development to genuine practice change takes time, coaching and reflection, and this work will continue as the model becomes increasingly embedded across all three services.

Looking ahead

In Financial Year 2026–2027, Koorana's preschool teams will continue building on the foundations established this year.

Looking ahead, Koorana's preschool teams will focus on strengthening enrolments and making full use of available preschool places, deepening connections with families and local communities, and continuing to build educator capability across all three services. This work will support the ongoing development of inclusive preschool communities where families are active partners, educators feel confident in their practice, and children are supported to participate, belong and thrive.

Across all three services, we will continue deepening implementation of the Pyramid Model, strengthening family partnerships and using reflection, coaching and evidence to support continuous improvement.

Our goal remains consistent across every preschool: to create places where children feel safe, connected and valued, families feel welcomed as partners, and every child has meaningful opportunities to participate, learn and belong.



EARLY CHILDHOOD INTERVENTION AND ALLIED HEALTH

Koorana's Early Childhood Intervention and Allied Health (ECIAH) team supports children and young people with developmental delay and disability to develop, learn, participate and thrive in everyday life. The team works alongside families, carers, educators and communities to help children achieve meaningful goals and participate in the places and activities that matter most to them.

The transdisciplinary team includes Speech Pathologists, Occupational Therapists, Physiotherapists, Psychologists and Specialist Teachers. Support is delivered in homes, schools, early childhood settings, community environments, clinics and via telehealth where appropriate. Families access services through pathways including the NDIS, private services, grant-funded programs and partnerships with schools and community organisations.

Practice is family-centred, neuroaffirming, strengths-based and participation-focused. ECIAH continued to embed the National Best Practice Framework for Early Childhood Intervention, the Pyramid Model and transdisciplinary ways of working, with a strong emphasis on building the confidence and capability of the people around each child.

KEY STATS:

- **129** Suburbs
- **146** Occupational Therapy clients
- **191** Speech Pathology clients
- **14** Psychology clients
- **23** Physiotherapy clients
- **32** Specialist Education clients

Strengthening best practice and clinical leadership

A major focus during the year was translating best-practice principles into everyday service delivery. The *National Best Practice Framework for Early Childhood Intervention* was embedded through professional learning, supervision, reflective practice and review of service approaches rather than treated as a one-off training exercise.

Existing Practice Leads continued to provide discipline-specific guidance, mentoring and support, while a new Practice Lead - Training and Consultancy role increased Koorana's capacity to coordinate workforce development, external training and implementation activity.

Dedicated ECIAH professional development days, including a team learning series in February, further strengthened shared practice across disciplines.



Growing transdisciplinary and integrated practice

Koorana continued to strengthen its transdisciplinary model, with the Preschool Intervention Team leading implementation of key worker practice within Koorana preschools. Educators increasingly valued having a consistent point of contact who could build the relationship with the family, coordinate support and draw on broader team expertise when needed.

Across schools, early childhood settings and family environments, practitioners focused on coaching, capacity building and shared problem-solving. The aim is not only to deliver therapy to a child, but to strengthen the people and environments that support the child every day.

Foundations for Growth: building capability in schools

Foundations for Growth continued to develop as an innovative school-based early intervention program delivered in partnership with schools, The Smith Family and the Communities for Children initiative. Rather than relying solely on individual therapy, the program embeds allied health expertise within the school environment and builds the capability of teachers, school leaders and families.

Schools reported greater confidence identifying and responding to developmental needs and making adjustments that support inclusion. Several schools sought to continue their involvement beyond the current funding period, while other schools approached Koorana after hearing about the program through participating principals and staff.

The program was presented at the PRECI Conference and was named a finalist in the 2026 HESTA Awards, recognising its focus on sustainable capability building within school communities.

Expanding access and new ways to engage

Psychology assessments were introduced as a new pathway for families seeking developmental and diagnostic assessment through Koorana. ECIAH also extended its reach through webinars, parent education and professional learning for educators and community professionals.

With support from the Department of Communities and Justice Holiday Break Summer Grant, ECIAH delivered a school-holiday cooking group - the team's first group-based program in several years. Through practical, real-world activities, children had opportunities to build independence, communication, social connection and everyday life skills alongside peers.

Pyramid Model in Practice

Over the past year, ECIAH has continued to embed the Pyramid Model as a framework for strengthening social-emotional development, inclusion and participation. In February, the ECIAH team dedicated a professional development day to exploring the model and working through its applicability across ECIAH and community-based practice. The focus was on how the model could complement ECIAH's existing strengths-based, neuroaffirming and family-centred approaches.

Since then, the Pyramid Model has increasingly provided a framework for thinking about levels of support and identifying what may be missing around a child. This approach has been particularly applicable within PSIT, while also informing broader clinical discussions and practice across ECIAH.

Importantly, the model supports practitioners to look beyond the presenting behaviour and consider what the child may be communicating, what support may be missing, and what could change around the child to promote their inclusion. This has given ECIAH a practical structure for reviewing existing supports, identifying gaps and considering whether changes are needed at a universal, targeted or individualised level.

Evidence of progress

Families accessing Koorana's Early Childhood Intervention and Allied Health services shared encouraging feedback in our October 2025 and May 2026 surveys, highlighting the positive difference support is making in their children's lives.

Of families who answered the relevant questions:

- 85% reported their child was progressing towards their goals.
- 84% noticed improvements in their child's development.
- 85% felt more confident supporting their child.
- 85% rated their child's experience as "Fantastic" or "Really Good".

Families' positive experiences were also reflected in a Net Promoter Score of 66, indicating a strong willingness to recommend Koorana.

These experiences are supported by formal outcome measures, with average improvements of approximately 2.5 points in both performance and satisfaction on the Canadian Occupational Performance Measure (COPM). Independent analysis by the Parenting Research Centre confirmed these improvements were statistically significant, reinforcing the meaningful progress children and families are making in everyday life.

What ECIAH Families Told Us

- **85%** agreed their child had made progress towards their goals
  39 of 46 responses
- **84%** noticed an improvement in their child's development
  38 of 45 responses
- **85%** felt more confident supporting their child
  39 of 46 responses
- **85%** described their child's experience with Koorana as "Fantastic" or "Really Good"
  40 of 47 responses
- **66** Net Promoter Score across ECIAH survey respondents



Responding to NDIS change while protecting quality

Financial Year 2025-2026 brought ongoing change to NDIS pricing and claiming arrangements. From 1 July 2025, the hourly price limit for therapy-provider travel was reduced to 50% of the regular service price limit. For a service committed to working with children in homes, schools, preschools and community settings, this created a significant sustainability challenge.

The team responded by improving scheduling and caseload planning, grouping appointments geographically, using clinics and telehealth where appropriate, and ensuring legitimate planning, collaboration, documentation and follow-up work was captured correctly. The focus remained on keeping services sustainable without compromising the quality of support or the commitment to participation in everyday environments.

Waitlists remained relatively low across most disciplines, although matching family availability, location and discipline needs with practitioner capacity was not always straightforward. Lower-than-needed referrals also resulted in periods of under-filled caseloads. The team responded through targeted promotion, closer allocation oversight, pre-allocation to incoming practitioners and further refinement of Nightingale intake and allocation processes.

Creating opportunities beyond therapy

We thank the NSW Department of Communities and Justice, through the Office for Youth Holiday Break program, for supporting Koorana's Cook, Connect, Thrive School Holiday Program, helping create opportunities for neurodivergent young people and young people with disability to build skills, independence and social connections.

CHILD & FAMILY SUPPORT SERVICES

At Koorana, our Child and Family Support Services create welcoming, community-based pathways where children can learn through play, families can build confidence and connections, and parents and carers can access information and support when they need it.

Through Supported Playgroups, Start Strong Pathways and community and sector partnerships, we work with families in familiar, accessible environments. These relationships create opportunities to identify concerns early, strengthen parent capability and connect families with early childhood education, health, allied health and other community supports.

Financial Year 2025-2026 was also a year of change and growth. Koorana secured a new five-year contract for Supported Playgroups through the NSW Department of Communities and Justice recommissioning process. The new arrangement broadens the program's work to include Family Capacity Building and Information, Advice and Referral, giving facilitators greater scope to help families understand their options and access support earlier.

At the same time, the Canterbury Child and Family Interagency entered a significant transition, with Koorana's funded facilitation role concluding and the network transitioning to Canterbury-Bankstown Council so that local interagency collaboration could continue.

This year, our Child and Family Support Services strengthened impact across five key areas:

- **Empowering Families**
  Parents and carers-built confidence through practical guidance, modelling and trusted relationships. Families increasingly raised questions, discussed developmental concerns and used strategies introduced in playgroup at home.
- **Supporting Early Learning**
  Children developed communication, social, emotional, motor and early learning skills through play. The introduction of the PEEP model further strengthened the connection between everyday play and learning at home.
- **Creating Pathways to Support**
  Supported Playgroups made 104 formal referrals during the year, connecting families with early childhood health, developmental assessment, allied health, family support and the NDIS Early Childhood Approach. Many more families received informal information and connections to local services.
- **Building Inclusive Communities**
  Families from diverse cultural, language and migration backgrounds connected in welcoming community spaces where they could build relationships, share experiences and participate without language or cultural difference becoming a barrier.
- **Strengthening Community Collaboration**
  Through partnerships with schools, health professionals, councils and community organisations — and through Koorana's facilitation of CCFI — families benefited from stronger local referral pathways, shared knowledge and coordinated support.

Together, these services demonstrate the difference that trusted relationships, accessible early support and strong community connections can make for children and families.

Supported Playgroups

Koorana's Supported Playgroups provide free, inclusive and welcoming early learning opportunities for families with children from birth to six years across community parks and venues.

Delivered by experienced facilitators, the program combines play-based learning with family support, information, advice and referral.

Children have opportunities to explore, communicate, develop relationships and practise new skills, while parents and carers can talk with facilitators about development, parenting, early learning and services available within their community.

For many families, Supported Playgroups are also an important soft entry point into support. The informal setting allows relationships and trust to develop over time, making it easier for parents to raise concerns, ask questions and explore their options without first having to navigate a formal service system.

Supported Playgroup locations

During Financial Year 2025-2026, eight Supported Playgroups operated at any one time.

Venue-based groups:
Bankstown PCYC;
Bankstown Public School;
Lakemba Uniting Church;
Riverwood Public School.

Playgroups in the Park:
Johnstone Reserve, Revesby;
Jubilee Reserve, Lakemba;
St Mary MacKillop Reserve, Canterbury; Terry Lamb Reserve, Belmore.

Bankstown City Gardens also operated during part of the year before being replaced by the new Bankstown Public School group from Term 1, 2026.



Pyramid Model in Practice

The Supported Playgroup program has embedded the Pyramid Model into our Supported Playgroups by creating calm, welcoming spaces where children can build their social and emotional skills through play.

We use consistent routines, visual supports, modelling positive interactions and support children to name and manage their emotions. We also work alongside parents and carers by talking through what we are doing, explaining why certain strategies help and model simple ways they can respond to their child's big emotions, challenging behaviour or tricky social moments. This supports families to feel more confident using the same approaches at home and gives them practical ideas they can build into everyday routines.

Financial Year 2025-2026 impact

Across the eight groups, Koorana supported 1,114 children, parents and carers, delivered 271 sessions and recorded 10,305 attendances, averaging 38 people per session. The program also welcomed 439 new registrations during the reporting period.

Of those reached, 575 were children aged birth to six and 539 were adults. Almost two-thirds of families spoke a language other than English at home, with Arabic, Bengali and Urdu among the most commonly spoken languages.

Learning together: peep in practice

A significant development this year was the introduction of the PEEP Learning Together model across Supported Playgroups.

PEEP recognises parents and carers as their child's first educators and helps families understand how everyday interactions — talking, singing, sharing stories and playing together — contribute to communication, early literacy, confidence and social and emotional development.

Rather than delivering PEEP as a separate program, Koorana began embedding its principles into the familiar rhythm of each playgroup session. Facilitators model strategies during songs, stories, conversations and play, then help parents recognise what their child is learning and how similar experiences can be repeated at home using ordinary routines and resources.

This has made the learning within playgroup more intentional without making sessions feel formal. Facilitators have observed parents joining activities more actively, asking questions and becoming more confident recognising the learning that occurs through everyday moments with their child.

The aim is to help families recognise that learning is already happening through the everyday moments they share with their child.

Early support through trusted relationships

The impact of Supported Playgroups extends beyond the activities that children experience each week.

During Financial Year 2025-2026, facilitators made 104 formal referrals to services including early childhood health, developmental assessment, allied health, family support and the NDIS Early Childhood Approach.

Our Early Childhood Educators and Social Workers also helped families connect with preschools, parenting programs, mental health services, financial and material assistance and other community supports.

For some families, these relationships become particularly important when conventional pathways are unavailable. One family attending playgroup raised concerns about their child's development but could not access the usual NDIS pathway because of visa and residency requirements. Our team worked alongside the family to identify alternative health, developmental and community supports and continued reinforcing strategies recommended by the child's treating professional within playgroup.

This reflects an important strength of the program: families do not simply receive a referral — they are supported to understand and navigate what comes next.



Culture, language and belonging

Cultural safety and inclusion are embedded in how Supported Playgroups operate.

Our team take time to understand the families attending each group and incorporate experiences that reflect the languages, cultures and communities around them.

At Bankstown Public School, Arabic-speaking and Vietnamese-speaking workers attend during the school term, helping families communicate, ask questions and participate confidently. The school's Aboriginal Education Officer also contributes regularly, sharing Aboriginal and Torres Strait Islander perspectives through stories, music, art, craft and activities connected to culture and Country.

Across the program, celebrations including Ramadan and Eid, Diwali, Lunar New Year, Harmony Week, National Reconciliation Week and NAIDOC Week provide opportunities for families to share their own languages, traditions and experiences. Resources across the groups also represent different cultures, abilities and family structures.

What Families Told Us

- **100%** said they felt welcomed and included.
- **89%** described their child's experience as Really Good or Fantastic.
- **88%** agreed or strongly agreed that they felt more confident supporting their child.
- **86%** agreed or strongly agreed that they had noticed an improvement in their child's development.
- **82%** agreed or strongly agreed that their child had made progress towards their goals.
- **89%** gave Supported Playgroups a recommendation score of 9 or 10 out of 10.

> **"I feel like I have a village, not just for my child but also for me."**
>
> Supported Playgroup parent



Responding to challenges and change

Strong demand continued throughout Financial Year 2025-2026, with 439 new registrations and some venue-based groups reaching capacity.

Outdoor groups remained vulnerable to heavy rain, extreme heat and unsafe park conditions, while the growing number and complexity of families requiring support placed additional pressure on a relatively small team.

The team responded by monitoring attendance, directing families to alternative groups where capacity was available, prioritising families with higher support needs in venue-based programs and adjusting staffing across sessions when required.

These pressures reinforce both the value of Supported Playgroups and the importance of continuing to invest in accessible community-based support.

Looking ahead

The team will continue strengthening foundational support through play-based learning, early identification and practical strategies families can use both at playgroup and at home.

Priorities include embedding PEEP consistently across all eight groups, strengthening alternative pathways for children who cannot access the NDIS because of citizenship or residency requirements, building understanding of the emerging Thriving Kids initiative and deepening relationships with health, education and community organisations



Start Strong Pathways

Koorana's Start Strong Pathways (SSP) program provides free, accessible early learning opportunities for children aged birth to five years who are not yet accessing preschool.

Through play-based learning, family education and practical support, the program helps children build strong foundations for learning while supporting parents and carers to better understand their child's development and the importance of early childhood education.

Delivered by qualified Early Childhood Teachers, Start Strong Pathways provides families with welcoming, culturally responsive environments where children can explore, communicate, build relationships and develop confidence through play. Families also receive information, resources and practical guidance that can be used at home, helping extend learning beyond the program.

For families who may be unfamiliar with the early childhood education system, experiencing language or financial barriers, or concerned about their child's development, SSP also provides an important pathway to preschool, health, early intervention and other community supports.

Strengthening Early Learning Pathways for Children and Families

During Financial Year 2025-2026, the Start Strong Pathways team continued to create opportunities for children and families to experience early learning in environments that were safe, inclusive and responsive to their needs. The program focused on three interconnected areas: children's learning and development, family confidence and participation, and supported pathways into early childhood education.

Educational Engagement Through Play-Based Learning: Play remained at the centre of Start Strong Pathways.
Through intentionally planned experiences, children had opportunities to develop early communication, literacy and numeracy skills, social and emotional capabilities, independence and confidence.

Rather than separating learning into formal lessons, our early childhood educators used everyday play, songs, stories, movement, creative experiences and routines to help children explore concepts and practise new skills in ways that were meaningful and developmentally appropriate.

Families were encouraged to participate alongside their children, helping parents and carers recognise the learning occurring through play and giving them practical ideas they could continue at home.

Highlights included:

- **Play-based early learning sessions** designed around children's interests, strengths and developmental needs.
- **Early literacy and communication experiences** through stories, songs, rhyme and conversation.
- **Early numeracy and problem-solving opportunities** embedded within everyday play.
- **Social and emotional learning**, helping children build confidence, relationships and familiarity with group routines.
- **Resources and practical ideas for families** to extend children's learning into everyday home routines.

"My child loves playing at SSP playgroup. The weekly resources are always engaging and fun!"

Supporting pathways to preschool

An important role of Start Strong Pathways is helping families understand, access and feel confident about early childhood education.

For some families, barriers such as language, cost, unfamiliarity with the education system, settlement experiences or concerns about their child's development can make the transition into preschool challenging.

The SSP team works alongside families to support them through the process—explaining available services, helping parents understand enrolment pathways and helping them to connect with appropriate early childhood education options.

The program also gives children valuable experience of routines that can support their transition into preschool, including participating in groups, listening to stories, communicating their needs, developing independence and building relationships with other children and adults.

200 **children participating in Start Strong Pathways.**

Building family confidence

Supporting the adults around children is a central part of the Start Strong Pathways approach.

Educators work with parents and carers to build their understanding of child development and demonstrate practical ways to support learning through everyday experiences.

This may include helping families understand communication and social-emotional development, preparing for preschool, supporting routines and transitions, or recognising when their child may benefit from additional developmental support.

By building families' knowledge and confidence, the program aims to create an impact that continues beyond each session and into children's everyday lives.

Promoting the importance of early education

Start Strong Pathways also plays an important community education role.

Through workshops, community engagement, translated information and partnerships with other services, the team helps families understand why the early years matter and how high-quality early learning can support children's development, wellbeing and future participation.

Early identification and connection support

For many families, Koorana's Start Strong Pathways (SSP) program provides a welcoming, trusted space to ask questions about their child's development and access support when needed.

Through strong relationships with families, educators can identify emerging developmental concerns, offer guidance and connect children with appropriate services, including allied health, early intervention and family support.

Partnerships with Tresillian, Sydney Local Health District and Child and Family Health Centres, including regular visits each term, strengthen these connections and help families access health and developmental support.

Throughout 2025–2026, these partnerships and referral pathways continued to support early identification, timely access to services and positive outcomes for children and families.

Team expertise and community impact

The strength of Start Strong Pathways lies in the relationships educators build with children and families.

Qualified Early Childhood Teachers bring together professional knowledge of child development and early learning with an understanding of the diverse cultural, language and life experiences of the communities Koorana supports. Their consistent presence gives families a trusted point of contact where they can ask questions, share concerns and receive practical guidance.

This relationship-based approach is particularly valuable for families who may be experiencing financial pressure, settlement challenges, social isolation, language barriers or concerns about their child's development.

Through collaboration with early childhood services, health professionals, allied health practitioners and community organisations, the team can connect families with support while continuing to strengthen children's learning within the program.



Responding to challenges and strengthening our impact

During Financial Year 2025–2026, Start Strong Pathways continued to respond to the diverse and evolving needs of children and families, including those experiencing financial hardship, language barriers, social isolation, complex settlement experiences and visa-related challenges.

Through culturally responsive playgroups, community partnerships and tailored family support, we adapted our approach to meet emerging needs and strengthen pathways into early childhood education.

The uncertainty surrounding future program funding beyond 2026 also presented challenges for workforce planning and recruitment; however, the SSP team remained committed to delivering high-quality services and maintaining positive outcomes for children and families.

Looking ahead

Looking ahead, Start Strong Pathways will continue to strengthen accessible early learning opportunities for children who are not yet attending preschool and build the confidence of families to support learning at home.

Priorities for Financial Year 2026-2027 will focus on a continued focus on early learning, family capability, inclusive pathways and helping children transition confidently into preschool and other early education settings.

START STRONG PATHWAYS IMPACT

Financial Year 2025-2026

200 Total children who participated in Start Strong Pathways activities

24 Children with disability or developmental support needs who participated

175 Children from low-income families who participated

200 Children from culturally and linguistically diverse backgrounds who participated

4 Children at risk of significant harm

34 Children from socially isolated families who participated

27 Children who transitioned into preschool that were not previously enrolled



Canterbury Child and Family Interagency (CCFI)

For many years, Koorana has facilitated the Canterbury Child and Family Interagency (CCFI), bringing together local organisations and professionals working across health, education, family support, child protection, disability, local government and community services.

Throughout Financial Year 2025-2026, the network continued to provide an important forum for organisations to share knowledge, strengthen referral pathways and work together on issues affecting local children and families.

By the end of 2025, CCFI had grown to approximately 240 members, with bi-monthly meetings providing opportunities to exchange information and resources, undertake strategic planning and collaborate on initiatives responding to local priorities.

Koorana also worked alongside Bankstown CFI to co-convene Canterbury-Bankstown Transition to School working groups, strengthening collaboration around school readiness and transition.

Building sector capability

An important part of CCFI's role was strengthening the knowledge and capability of the professionals supporting local families.

During the year, CCFI-facilitated training reached more than 40 child and family workers, including sessions delivered by the NSW Police Hate Crime Unit and the NSW Department of Education on the Australian Early Development Census.

These opportunities enabled workers from different organisations to learn together, strengthen professional relationships and build a shared understanding of emerging community needs.
Collaboration in action: Big Day Out
The annual Big Day Out school holiday event continued to demonstrate the value of strong interagency partnerships.

Held at Belmore South Public School, the event brought together more than 75 workers from 17 agencies to provide activities for children and families while creating an accessible opportunity for parents and carers to connect directly with local services.

Families were able to speak with service providers, learn about available supports and connect with programs including Supported Playgroups, parenting groups and other community activities. The event helped make local services more visible and approachable while strengthening families' confidence in knowing where to seek support.

A transition in the CCFI journey

Financial Year 2025-2026 also marked an important transition for the network. Funding for Koorana's CCFI facilitation project concluded at the end of 2025. For a network that had developed strong relationships and ways of working over many years, the change created understandable uncertainty about how local interagency collaboration would continue.

Koorana worked closely with Canterbury-Bankstown Council's Community Development team and Bankstown CFI to explore options that would preserve the relationships, knowledge and collaborative culture established through CCFI.

The Canterbury Child and Family Interagency was subsequently transitioned to Canterbury-Bankstown Council, which now continues to facilitate the network. Rather than representing an end to Koorana's role in sector collaboration, the transition has created space for the organisation's community-sector development work to evolve.

Building the next network

Koorana has now commenced a new contract with the NSW Department of Communities and Justice to provide Community Sector Coordination Support for funded Community and Family Support (CaFS) providers across Canterbury, Burwood, Strathfield and Canada Bay.

During the early stages of the new project, Koorana began connecting with providers across the four local government areas, established a new four-LGA CaFS Provider Network, and commenced strategic planning around local priorities and future collaboration.

This new role builds on the relationships and experience developed through CCFI while extending Koorana's sector-development reach into new communities.

The focus remains consistent: creating stronger connections between services so children, young people and families can access more coordinated and responsive support within their local communities.

A NEW CHAPTER
A new four-LGA CaFS Provider Network established across Canterbury, Burwood, Strathfield and Canada Bay

CCFI IMPACT
Financial Year 2025-2026

240 members in the CCFI network by the end of 2025

40+ child and family workers reached through professional training

75+ workers collaborating at Big Day Out

17 agencies represented at Big Day Out

"CCFI has played an enormous role in keeping local organisations connected, improving service planning and coordination, and strengthening the capacity of individual workers and organisations to work collaboratively for children and families."

Local CCFI partner





A trusted place to begin

For several years, one family has been part of Koorana's Supported Playgroup community, with both children building strong relationships with the team. Over time, playgroup became much more than a weekly activity. It became a trusted place where the family could ask questions, share concerns and receive practical guidance as their children's needs changed.

Through regular attendance, facilitators came to know the younger child well. They noticed how the child participated, communicated and responded to different play experiences and transitions, and they were able to talk with the parents about what they were seeing in a respectful and supportive way.

As the family's concerns became more significant, the team helped them understand possible next steps and connect with appropriate services and professionals. Support continued through the assessment process, with facilitators sharing observations, helping the parents make sense of information and discussing strategies that could support the child at home and in other settings.

A strong relationship with one facilitator has been particularly important. By building on the child's interests, offering simple choices, preparing for transitions and giving time and space to regulate, the team has helped the child feel safe enough to explore new experiences and gradually engage more with other children and adults.

When the older sibling started preschool, the family chose to continue bringing the younger child to playgroup independently. That change created new opportunities to build confidence, develop relationships and participate without relying on the sibling's presence.

For the family, the value of playgroup has been the continuity of the relationship. When they needed help, they already had people they trusted - people who knew their child, listened without judgement and could help them navigate what came next.

The parents have described the support through the assessment process as essential and have spoken warmly about both the professional guidance and the personal connections their children have formed with the team.

The family continues to attend playgroup, where the younger child can participate in ways that respect their needs, build on their strengths and support growing confidence.

> **"The support through the assessment process was essential."**



From avoidance to confidence: a feeding therapy journey

When I started feeding therapy in Year 7, eating was really difficult for me.

There were many foods I could not manage, including most fruits, vegetables and meats. I also found foods like dairy products and smoothies difficult. Because of this, the range of foods I felt comfortable eating was very limited, and trying something new could feel almost impossible.

Feeding therapy helped me take things slowly.

Instead of expecting me to simply eat foods I found difficult, I was supported to become more comfortable with them over time. I learnt to explore different tastes, textures and smells, and to try foods that I would previously have avoided.

At first, this was really challenging. But gradually, it became easier.

Now that I am in Year 9, I can see how much progress I have made. I can eat fruits, meats, dairy products, smoothies and even vegetables — foods that felt impossible for me when I first started therapy.

The biggest change has not only been the number of foods I can eat. Feeding therapy has helped me feel more comfortable and confident around food and given me a much greater variety of choices.

I would especially like to recognise Quinn, who has supported me throughout this journey. Her encouragement has helped me keep trying, even when things felt difficult.

Looking back at where I started, I am proud of how far I have come.

> **"Foods that once felt impossible for me are now part of what I can eat. Feeding therapy has helped me feel more comfortable and confident with food, and I have a much greater variety of choices."**
>
> Young person accessing Koorana's feeding therapy



LOOKING FORWARD FOR OUR SERVICES

Early Childhood Education

Growing Our Preschool Communities

Following the opening of Bass Hill Preschool in May 2026, our focus in Financial Year 2026-2027 will be on strengthening enrolments and making full use of available preschool places across our three services. At Bass Hill, this will include continuing to build awareness of Koorana's inclusive preschool model and strengthening connections with families and the local community.

Deepening Implementation of the Pyramid Model

The Pyramid Model will remain a key focus across all three preschools as we continue moving from professional learning into consistent everyday practice. Through coaching, reflection and practical implementation, educators will continue strengthening the relationships, routines, environments and strategies that support children's social and emotional development, participation and belonging.

Building Educator Capability

As Bass Hill continues to establish its team and culture, we will invest in ongoing professional development and support to strengthen educator confidence and capability. Across all preschool services, reflective practice, coaching and shared learning will continue to support consistent, high-quality and inclusive early childhood education.

Strengthening Family and Community Partnerships

We will continue creating more opportunities for families to participate in preschool life and contribute to their child's learning experience. Building on initiatives already established across our services, our teams will deepen relationships with families, local organisations and community partners and continue strengthening culturally responsive practice.

Continuous Quality Improvement

Quality improvement will remain embedded across all three services. Building on Croydon Street Preschool's strong Assessment and Rating outcome in Financial Year 2025-2026, our teams will continue using reflection, evidence and family feedback to strengthen educational programs, environments and inclusive practice.

Early Childhood Intervention and Allied Health Services

Looking ahead, our Early Childhood Intervention and Allied Health team will continue to strengthen the quality, reach and sustainability of its services while responding to a changing early intervention environment.

As the Thriving Kids model continues to develop, Koorana will prepare for emerging opportunities to expand foundational and early intervention supports. This will involve careful workforce planning, recruitment and onboarding, consideration of new service locations and readiness to adapt to new delivery and funding arrangements as they become clear.

At the same time, we will continue strengthening the foundations of our clinical practice. The completion, implementation and ongoing review of Koorana's Clinical Practice Guidelines, together with continued implementation of the National Best Practice Framework for Early Childhood Intervention, will support greater consistency across disciplines and ensure practitioners remain equipped to deliver evidence-informed, family-centred and participation-focused services.

We will also continue broadening our support for young people, including the expansion of psychology and assessment services and further development of supports focused on independence, participation, wellbeing, everyday life skills and transitions into adolescence and adulthood.

Building on the success and evidence developed through Foundations for Growth, Koorana will expand the program into additional schools. This next stage will continue to focus on early identification and inclusion while building the capability of teachers, families and school communities to support children within the environments where they learn every day.

Our impact will also increasingly extend beyond direct therapy. Through our growing training and consultancy offer, including Pyramid Model training, webinars and professional learning opportunities, we will continue sharing Koorana's expertise with families, educators and professionals and contribute to stronger inclusive practice across the broader sector.

Above all, our focus remains on growing our reach without compromising the quality, relationships and outcomes that children and families value.

Supported Playgroups

Strengthening Foundational Support for Families

Supported Playgroups will continue providing accessible, community-based opportunities where children can learn through play and families can receive practical support, information and guidance. Early identification will remain an important part of this work, helping families recognise developmental needs and connect with support earlier.

Embedding PEEP and the Pyramid Model Across Our Playgroups

Following its introduction during Financial Year 2025-2026, the Peep Learning Together Programme (PEEP) will continue to be embedded across all eight Supported Playgroups. Facilitators will build on the model's focus on parents and carers as their child's first educators, helping families recognise how everyday talking, singing, stories and play can support communication, early learning and social and emotional development.

The next stage will focus on strengthening consistency across groups and continuing to build facilitator confidence so that PEEP becomes a natural part of the playgroup experience. Further, we will continue to overlay the principles and practices of the Pyramid Model into our playgroup focuses, routines and education to families.

Creating More Inclusive Pathways to Support

We will continue strengthening pathways for children with developmental concerns, including children who may not be able to access traditional supports because of citizenship or residency requirements. By working alongside families to identify alternative health, developmental and community pathways, our aim is to ensure children are connected with appropriate support wherever possible.

Preparing for Emerging Foundational Supports

As the early intervention landscape evolves, the Supported Playgroup team will continue developing its understanding of emerging foundational-support approaches, including Thriving Kids, and consider how community-based programs can complement new pathways for early identification, family capacity building and support.

Strengthening Local Connections

Relationships with health professionals, schools, preschools and community organisations will remain central to our approach. Strengthening these connections will help families access information, developmental support and local services earlier — while reducing the need for parents to navigate complex service systems alone.

Across our services, the year ahead will be about building on what works — strengthening inclusive practice, investing in our people, expanding trusted partnerships and creating more opportunities for children and families to access the support they need, when and where they need it.



WORKING GROUPS



Diversity & Inclusion

Embedding Inclusion in Everyday Practice

During Financial Year 2025-2026, Koorana strengthened its approach to diversity and inclusion by moving from intention into more consistent, organisation-wide practice.

The Diversity & Inclusion Working Group developed a formal Diversity & Inclusion Framework built around four key areas: culture and trust, policies and processes, environment, and benchmarking and tracking progress. The framework gives Koorana a clearer structure for considering inclusion across the organisation and supports more consistent decision-making.

A key achievement was the introduction of a Diversity & Inclusion Decision-Making Tool, available through SharePoint, helping teams consider inclusion, potential impacts and risks when planning initiatives and making decisions. This has strengthened the integration of inclusive practices into everyday organisational planning.

Guided by staff feedback, the Working Group promoted awareness of cultural and religious diversity, disability, mental health and LGBTQ+ inclusion. Regular meetings helped ensure organisational activities and communications reflected diverse perspectives while respecting individual choices and preferences..

The group also created clearer pathways for staff to contribute ideas through the Teams Diversity Group, Working Group representatives and direct contact with designated leaders, helping broaden participation in diversity and inclusion initiatives across Koorana.

Looking ahead, the focus will be on continuing to embed inclusive thinking into everyday practice, strengthening staff capability, improving participation and accessibility, and measuring progress so that diversity and inclusion remain an active part of how Koorana works with employees, children, families and communities.



Sustainability:

Koorana's Environmental Sustainability Group has led reflection across Koorana's teams in Financial Year 2025-2026 to identify opportunities for Koorana to reduce its environmental footprint and reduce impact on the environment. Through these consultations, a range of areas have been identified where Koorana can make intentional choices to positively contribute to environmental sustainability.

While many of these initiatives are underway already, the Working Group is now developing a full Environmental Sustainability Strategy and Action Plan for the organisation where we can track and measure our impact in this area.



Reconciliation Action Plan (RAP):

Moving from Commitment to Action

Financial Year 2025-2026 marked an important step forward in Koorana's reconciliation journey with the launch of our Reflect Reconciliation Action Plan during National Reconciliation Week 2026. The RAP Working Group continued to guide its implementation, helping turn commitments into practical actions across our services and workplaces.

Throughout the year, the group strengthened relationships with Aboriginal and Torres Strait Islander community members, developed a central stakeholder network and progressed work on an organisation-wide Acknowledgement of Country. The team also explored Koorana's history and First Nations connections and supported preschool teams to embed Aboriginal and Torres Strait Islander perspectives through meaningful learning experiences.

National Reconciliation Week, NAIDOC Week, staff learning and service-based activities created further opportunities to build awareness and participation across Koorana. Stronger evidence and reporting processes were also introduced to track RAP actions and support accountability.

Looking ahead, our focus is on embedding reconciliation into everyday practice, deepening local relationships and continuing to build our understanding of how Aboriginal and Torres Strait Islander perspectives can meaningfully shape our work.



Work Health and Safety (WH&S):

Prioritising a Safe and Healthy Workplace

Koorana's Work, Health and Safety Committee consists of representatives from all Koorana service areas. The group met throughout Financial Year 2025-2026 to provide input on key risks and solutions across the organisation.

A key piece of work the Committee has considered has been our safe home and community visiting and as a result, Koorana ran a focused training on this in January 2026 for the entire organisation. Further, the Committee's feedback led to a review of Koorana's Emergency Evacuation Procedures to simplify these to ensure they are more readily available to use in the event of an emergency. The updated templates are now being rolled out across all teams. Further, the committee has focused on safe driving practices and is reviewing our Motor Vehicle policy and guidelines for those staff who must drive for work.

The Committee is a wonderful example of Koorana's collaborative and consultative approach in action and we are proud to see these meaningful improvements implemented to ensure our workplace remains safe for our employees and others who interact with us.

CHILD SAFE INITIATIVES

Making child safety part of every day

At Koorana, child safety is not a standalone policy or annual training requirement. It is a shared responsibility that shapes how we recruit and support our people, design our environments, listen to children and families, respond to concerns and continually improve our services.

During Financial Year 2025-2026, we continued implementing Koorana's Child Safe Action Plan, developed following our 2024 Child Safe Self-Assessment. The focus this year was on moving child-safe practice further into everyday decision-making — strengthening staff capability, reporting pathways, family participation and safety across both physical and online environments.

From learning to action

Child safety remained a standing item across team meetings, Senior Leadership, Quality and Risk, the Risk Committee and Board meetings, helping keep emerging concerns, actions and accountability visible throughout the organisation.

A key focus was giving our people the confidence and practical tools to recognise concerns and respond appropriately. Preschool teams received refresher training on Koorana's Child Safe Flow Chart and reporting pathways, while an organisation-wide learning session focused specifically on how to respond when a child or young person discloses abuse.

Importantly, the learning translated into action. Following the disclosure-response training, Koorana recorded an immediate increase in reporting by the Intervention team, alongside meaningful staff discussion about child safety and reporting responsibilities. This provided a practical indication that staff felt more confident applying what they had learned.

Additional professional learning included Safe Home & Community Visiting training, alongside role-specific learning in areas such as trauma-informed practice, de-escalation, restrictive practices, complaints handling and incident reporting.

Creating safer environments

Child safety was also translated into practical changes within our services.

Across Koorana's preschools, stronger digital-safety and privacy controls were introduced, including restrictions on personal electronic devices in preschool environments, secure phone storage, updated policies, visible reminders and clearer communication with both staff and families.

These changes demonstrate an important principle of our approach: continuous improvement means turning identified risks and learning into practical changes that children and families experience every day.

Listening, participating and speaking up

Children's voices are an important part of creating safe services.

Teams continued to consider children's communication preferences, interests and behaviour when planning support, using approaches such as visuals, One Page Profiles, goal setting, Individual Education Plans and Team Around the Child meetings to help children participate in decisions that affect them. A child-friendly feedback form provided another accessible way for children to express their views or concerns.

Families were also encouraged to contribute through client surveys, policy consultation, orientation and enrolment processes, direct conversations and Koorana's feedback and complaints pathways.

This year we introduced Safe Steps, creating a regular communication channel for child-safety information and helping children, families, clients and staff understand privacy, their rights, how to raise concerns and where to seek support. Families can also contact Koorana confidentially through speakup@koorana.org.au.

Independent assurance and quality

Quality reviews during the year provided further assurance of Koorana's approach. Croydon Street Preschool achieved Meeting the National Quality Standard, with Exceeding in Quality Area 1 – Educational Program and Practice, during its February 2026 Assessment and Rating.

Koorana's Early Childhood Intervention and Allied Health service also successfully completed its 2026 NDIS Surveillance Audit with no non-conformities and no opportunities for improvement across the assessed NDIS Practice Standards. Child safety was identified as a strength, including Koorana's safeguarding systems, risk management, child-safe recruitment and screening, staff training and reporting processes.

"Child safety is everyone's responsibility. At Koorana, we are committed to listening to children and families, supporting our people to speak up, and continually strengthening the systems and everyday practices that help every child feel safe, heard and respected."

Metta Booth
Head of Early Childhood Education Services

Looking ahead

In Financial Year 2026-2027, we will continue strengthening child-safe practice through mandatory child-protection learning, more robust worker screening and record keeping, clearer Speak Up and reporting pathways, and greater participation by children and families.

We will also undertake a new Child Safe Self-Assessment against our 2024 baseline, refresh our Child Safe Action Plan and continue reviewing risks across both physical and online environments.

MAKING AN IMPACT TOGETHER

Building stronger partnerships for greater impact

Every gift, grant and partnership helps Koorana create more opportunities for children and families.

Throughout the Financial Year 2025–2026, the generosity of our donors, philanthropic funders, clubs, businesses and community partners helped Koorana invest in resources, programs and expertise that strengthen inclusion and give children of all abilities greater opportunities to participate, belong and thrive.

Together, our supporters contributed $81,574.97 during the year, alongside generous in-kind contributions of resources, expertise, facilities and other practical support.

Behind every contribution is something much more important than a dollar figure: the opportunity to make a meaningful difference for children and families.



Support that creates opportunities

Taking therapy resources where children need them

A $10,000 grant from Canterbury League Club is helping Koorana strengthen our Mobile Therapy Toolboxes, expanding the range of resources available to our Early Childhood Intervention and Allied Health practitioners.

The Toolboxes give children and families opportunities to explore different resources and strategies alongside Koorana practitioners and identify approaches that work for their child. Families can then incorporate these strategies into everyday routines and environments, supporting their child's participation, learning and development beyond a therapy session.

The project commenced during the 2025–2026 Financial Year and continues as further resources are introduced. This support demonstrates how donor generosity can be translated into practical resources that strengthen the support available to children and families.

Creating opportunities for children and families

Support for Koorana's Family Fun Days helped create welcoming and inclusive opportunities for children and families to connect, participate and enjoy experiences together. By bringing families together in accessible, family-friendly environments, these events provide opportunities for children to play and participate alongside others, while families can connect with Koorana and their local community.

Two Family Fun Days brought together around 500 children and families during Financial Year 2025–2026, creating welcoming opportunities for children to play, participate and belong, while families connected with Koorana and their local community.





Generosity in many forms

Not every contribution comes in the form of financial support.

Throughout Financial Year 2025–2026, Koorana received generous in-kind support from Canterbury League Club, Lantern Club, Revesby Workers' Club, City of Canterbury Bankstown Council, Trilogy Foundation and Bing Lee through contributions including venue access, professional development, equipment, resources and other practical assistance.

These contributions helped strengthen the capability of our teams, provide additional resources and opportunities for children and families, and allow Koorana to direct more of our resources towards delivering impact.

To every donor, funder, business and community partner who supported Koorana during the year: thank you. Your generosity helps us go further for children and families and create opportunities that would not otherwise be possible.

Support that continues to create impact

The generosity of our supporters during Financial Year 2025–2026 is also creating opportunities that extend into the year ahead.

Campsie RSL Group provided $35,000 for Therapy Support Scholarships, helping increase access to Early Childhood Intervention and Allied Health services for children attending Bass Hill Inclusive Preschool. Families began accessing the scholarships in May 2026, with the funding continuing to support children into Financial Year 2026–2027.

The James N. Kirby Foundation provided $15,000 to support Early Childhood Intervention and Allied Health consultations within community playgroups, bringing Koorana's expertise into familiar community settings and creating opportunities for families to connect with support earlier.

Delivery of these initiatives continues into Financial Year 2026–2027, extending the potential impact of support received during the year.

"Our ambition is to move from pockets of inclusion to a future where participation and belonging are something that every child experiences."

GROWING OUR COMMUNITY OF SUPPORTERS

Financial Year 2025-2026 also saw Koorana continue to grow the ways in which individuals and communities can support our work.

Team Koorana took part in the 2025 Sydney Marathon, raising $4,391.56 for Koorana. This result reflected the collective efforts of our runners and the family, friends and community members who supported them along the way. We look forward to building on this momentum when Team Koorana takes on its next Sydney Marathon challenge in 2027.

We were also grateful to receive $2,874.99 through an employee workplace giving program, demonstrating how workplace giving can provide another meaningful way for individuals to support Koorana's work.

In June, Koorana launched its first EOFY Tax Appeal, No Child Should Be Left Out, introducing new individual donors to Koorana and providing another way for people in our community to support our work.

As we enter our 50th year, we will continue creating opportunities for individuals, families, businesses and community members to be part of Koorana's vision for a more inclusive future.

Looking ahead – shaping the future of inclusion

Too many children are still being left out. Every child should have the opportunity to participate, belong and thrive.

Yet across Australia, children with disability and developmental differences are still being excluded from the very places where they should feel safe, included and able to learn and grow.

They are turned away because their needs are considered "too complex", placed on reduced hours, excluded from activities and friendships, and subjected to bullying and social isolation.

This is not rare. It is systemic.

Behind every number is a child. And a family. When exclusion happens early, its impact can compound over time - affecting children's confidence, learning, wellbeing and sense of belonging, while families are left navigating systems and advocating for the support their child needs.

But it doesn't have to be this way.

50 years of creating possibilities

For 50 years, Koorana has worked alongside children and families to create opportunities for every child to participate, belong and thrive.

Today, Koorana supports more than 2,488 children and young people across 129 suburbs of Sydney, through Early Childhood Intervention and Allied Health, inclusive preschool education, supported playgroups, professional development and parent training and capacity building.

For five decades, we have demonstrated that inclusion works when educators, families and allied health professionals work in partnership around the child.

In our inclusive preschools, Koorana's integrated practice model embeds therapeutic support within children's everyday learning environment. Rather than inclusion being an add-on, educators and allied health professionals work alongside one another so strategies become part of everyday practice.

Our evaluation demonstrates positive outcomes for children and families*:

- 82% of survey respondents agreed their child had made progress towards their goals.
- 85% noticed an improvement in their child's development.
- 87% felt more confident supporting their child.

*Source: Koorana Client Surveys, October 2025 and May 2026.
Results combine valid responses to each question across both survey rounds.

Taking what works further

Koorana has spent 50 years demonstrating what meaningful inclusion can look like.

Now, we have an opportunity to take what works further. Through Shaping the Future of Inclusion, Koorana is moving from delivering inclusive services to advancing inclusive systems. We want to strengthen inclusive practice across early learning, education and community settings so more children of all abilities can take their place in the world around them.

Together we can:

- **Strengthen existing models** – evaluate and refine inclusive approaches and develop practical resources.
- **Build workforce capability** – provide training, coaching and scholarships for educators and organisations.
- **Embed inclusion into practice** – support services to integrate inclusive approaches into their everyday operations.
- **Drive innovation and advocacy** – build evidence, share what works, influence systems and lead sector change.



Your support can help make this possible

Philanthropic investment can help Koorana strengthen, evidence and scale inclusive practice so more children can participate, belong and thrive.

Your support can help us:

- develop practical training, resources, a handbook and toolkit that can help inclusive practice reach other settings;
- invest in research and evaluation to demonstrate impact and strengthen the evidence base for inclusion;
- fund training, coaching and scholarships that equip educators to confidently include children of all abilities;
- support whole services to embed inclusive practice into their everyday environments; and
- provide flexible funding that enables Koorana to invest where support can have the greatest impact as opportunities emerge.

Whether through an individual gift, philanthropic investment, corporate partnership, workplace giving, fundraising or in-kind support, every supporter has a role to play in creating a more inclusive future.

Help us shape the future of inclusion

This is your opportunity to make an incredible impact.

Together, we can create a future where children are no longer defined by barriers, but have the opportunity to participate, belong and thrive.

Join us in shaping a future where inclusion is not the exception - but the expectation.



FINANCIAL YEAR 2025-2026

$84,019
cash support received

$35,000
Therapy Support Scholarships

$15,000
in community playgroups

$10,000
Mobile Therapy Toolboxes

Support in action:

- **500+** children/families reached through donor-supported Family Fun Days
- **$91,420+** known and quantified financial and in-kind support
- **$45,000** club and community grants
- **$35,000** secured for Therapy Support Scholarships at Bass Hill
- **$28,758** philanthropic and foundation support
- **$15,000** secured to bring ECIAH expertise into community playgroups
- **$10,261** corporate and business giving
- **$10,000** towards Mobile Therapy Toolboxes



OUR PEOPLE

Koorana Staff as of June 2026

> 84

Staff members

26 Early Intervention and Allied Health practitioners

37 Staff in Early Childhood Education

13 Staff members in Corporate Services

8 Child and Family Supports

6 Board of Directors

24 Early Childhood Teachers and Educators

11 Speech Pathologists

3 Specialist Teachers

9 Occupational Therapists

10 Casual Workers

3 Support Workers

1 Physiotherapists

1 Psychologists

1 Behaviour Support Practitioners

True NPS of +30

Koorana's most recent Team Survey showed a strong uplift in organisational confidence, with Early Childhood Intervention and Allied Health recording the greatest improvement and Leadership and Corporate Services continuing to demonstrate high confidence and alignment across the organisation.

"At Koorana, we are committed to creating a workplace where every team member feels supported, valued, safe and inspired. We strive to provide an environment where people can grow professionally, enjoy meaningful collaboration, and feel confident in the work they do. Our teams benefit from flexibility, strong connections, and a culture that encourages both personal wellbeing and career development. Together, we aim to create a place where everyone can thrive."

GOVERNANCE REPORT
The Board of Directors

As a community not-for-profit organisation, Koorana is run by a voluntary Board of Directors. The Board is responsible for the governance of Koorana and its outputs.

Board membership is voluntary. Board members bring with them specific professional expertise in finance, IT, property, education, human resources, marketing, law and not-for-profit management.

To ensure due diligence, five subcommittees complement the general Board structure:

- Stakeholder Feedback;
- Risk Management;
- Governance and Performance;
- Finance;
- Fundraising Committee.

In addition, Koorana has an IT Steering Committee which informs our Board.



Sujeet Jena
Chair
2018 - Present

A seasoned executive with deep expertise in finance, audit, technology and risk management, with a distinguished career spanning global professional services, the community sector, academia and the arts across Asia, the USA and Australia. He has led major business transformation and technology projects, driving organisational growth and operational efficiency. Sujeet is a Certified Public Accountant (CPA) and a Fellow of the Chartered Accountants of India. He also serves as a Non-Executive Director and Chair of the Audit, Risk and Finance Committee at Warramunda, where he provides oversight of financial governance and risk management.



Allan Laurie
Vice Chair
2017 - Present

Allan is an executive search consultant with a background in business analytics, operational performance, talent identification/ assessment/attraction, business development and government advisory. He consults to a group of diverse businesses in the Local, State and Commonwealth Government, infrastructure, heavy engineering, agriculture, education, health, social purpose, and the cultural sectors.



Syed Ammar Hasan
Treasurer
2008 - Present

Syed came to know about the work of Koorana when his children, now young adults, attended one of the Supported Playgroups.

Syed is the Senior Finance Manager at Toll Logistics. He is the Finance lead for their Retail Division. Syed brings with him a wealth of knowledge on best practice financial reporting. Syed has influenced Koorana's development of financial procedures and reporting. Syed joined the board in 2008. Syed is a Member of CPA Australia and holds a Master's degree in Business Administration.



Jodie Rollason
Non-Executive Director
2021 - Present

Jodie joined the Board in 2021 as a Non-Executive Director and is Chair of the Risk committee. She is also a Director on other boards. Bringing over 10 years' experience in the Not-for-Profit Sector, Jodie has recently moved to a new role as CEO of CatholicCare Broken Bay. With her passion for helping disadvantaged communities, Jodie thrives on advocacy and is committed to reducing social inequalities and systemic barriers to providing opportunities.



Luisa Vumbaca
Non-Executive Director
2021 - Present

Luisa joined the Koorana Board in 2021 as a Non-Executive Director. Bringing a wealth of industry experience, Luisa is a strategically focused senior marketing and communications professional, who has worked within multi-stakeholder organisations, across a variety of sectors. Admitted as a legal practitioner in NSW, Luisa also has in-house experience in ESG, policy and compliance, and commercial matters. Luisa is passionate about social justice and is a strong believer in the power of education where even the smallest effort can make a big difference.



Stefan Lamour-Jansson
Non-executive Director
2024 – Present

Stefan joined the Koorana Board in 2024 as a Non-Executive Director. He is currently the Executive Officer of The Girls & Boys Brigade, a charity supporting disadvantaged children, young people and families through educational, recreational and vocational programs. With a background in senior management within the leisure industry, Stefan brings strong experience in contract management and operations. He holds qualifications in filmmaking and business and is currently studying viticulture.

TREASURER'S REPORT



Koorana has proven to be a strong organisation and delivered another solid year in terms of their financial performance, sustainability, and excellence in service."

It is my privilege to deliver the report on the financials of Koorana Child & Family Services Ltd for the year ending 30 June 2026.

The result for the year has been audited and signed off by our external auditor StewartBrown and is publicly accessible via the Australian Charities and Not-for-profits Commission (ACNC). This report covers the financial accounts representing the annual transactions of all Koorana activities delivered through our sites located at Lakemba, Roselands, Belmore, Miranda, Bass Hill and various community locations.

Koorana serves approximately 2,488 children and young people in this year through its various activities and will continue to provide flexible and responsive services to families and children, with a deep commitment to an inclusive and holistic approach to early education, intervention and family support.

Investment Outlook

Koorana has continued its reinvestment pathway this year, completing and opening the Bass Hill Preschool site and further strengthening our information technology capabilities and client systems. Despite the associated costs, Koorana maintained a surplus in 2025–2026 while continuing to invest in services, reflecting sound financial management, diversified revenue and a commitment to sustainable service delivery.

The Board and management remain focused on ensuring that strategic investments in key areas, particularly in property and digital systems to support long-term service sustainability and quality.

Cash flow

As at 30 June 2026, Koorana held available cash of $127,193 compared to $634,031 at the same time last year.

The reduction in available cash reflects:

- Completion of capital projects (including the Bass Hill preschool site)
- timing differences in grant receipts and payments
- the deliberate use of cash reserves to support strategic initiatives.

Koorana continues to actively manage its cash position through regular cash-flow forecasting and monitoring to ensure it can meet its obligations while continuing to invest where it matters most.

Equity

As at 30 June 2026, Koorana retained an equity balance of approximately $3,237,078 compared to $3,550,244 at the same time last year. The movement in equity reflects the surplus of $334,964 achieved in 2025–2026, offset by a $648,130 revaluation decrement recognised on the Bass Hill property.

In General

Koorana's financial performance and continued delivery of high-quality services in 2025–2026 would not be possible without the collaboration and commitment of our stakeholders.

I would like to take this opportunity to thank:

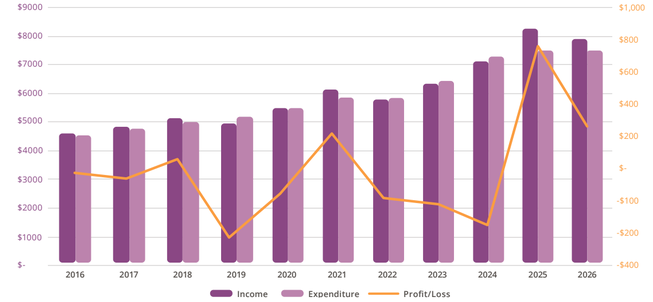
- the operational team of Koorana, led by our CEO, Morgan A. Fitzpatrick, for their hard work, resilience and support
- all Board Members, for their governance, commitment and strategic oversight
- StewartBrown Chartered Accountants, for their expert advice and audit services
- and importantly, our donors, sponsors, partners and the families who trust Koorana to support their children.

The accounts for the period ending 30 June 2026 are herein presented for your perusal and acceptance, duly audited by StewartBrown – Chartered Accountants. If you have any questions about the results or would like more information on anything mentioned above, please contact me or Morgan A. Fitzpatrick as CEO, or send us an email at accounts@koorana.org.au.

Syed Ammar Hasan
Treasurer,
Koorana Child & Family Services Ltd.

Year to year performance, 2016 to 2026

In '000



2026 Financial Highlights

In '000

$7,887 Revenue from Ordinary Activities

$6,212 Employee Benefits Expenses

$440 Other Expenses from Ordinary Activities

$287 Other Expenses from Ordinary Activities

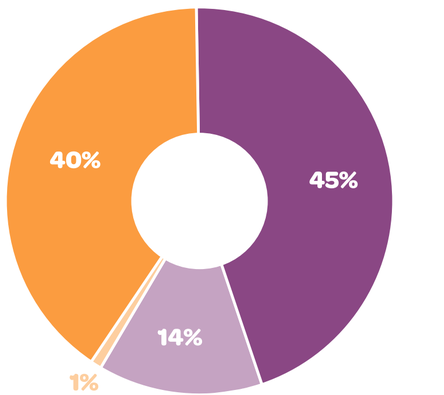
$206 Depreciation & Amortisation Expenses

TREASURER'S REPORT
Income

Overall Income Comparison

2025-2026	2024-2025
$7,887,210	$8,252,805

Income Breakdown



Summary Income Sources Comparison

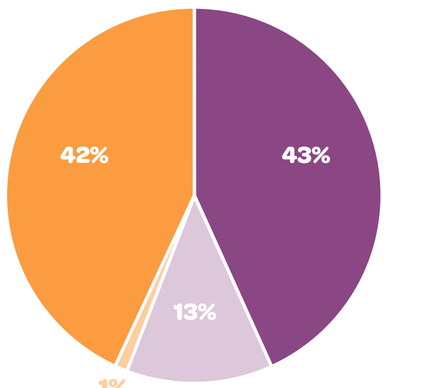
- Total operating grants received in 2025–26 were $4,216,833 compared to $4,152,981 for the same period last year. This year's result includes $364,333 in capital works grant funding received towards the Bass Hill Preschool development.
- Total fees received in 2025–26 were $3,302,703 (of which $3,110,156 related to NDIS fees and $192,547 to other fees) compared to total fees of $3,616,162 in 2024–25.
- Total interest received in 2025–26 was $488 compared to $486 for the same period last year.
- Other revenue received in 2025–26 was $367,186 compared to $482,176 for the same period last year, driven mainly by lower donations.

TREASURER'S REPORT
Expenses

Overall Expenses Comparison

2025-2026	2024-2025
$7,552,246	$7,471,085

Expenses Breakdown



Summary Expenses Services Comparison

- Employee benefit expenses in 2025–26 were approximately $6,212,002 compared to $6,102,635 in the same period last year.
- Depreciation and amortisation expenses in 2025–26 were approximately $206,831 compared to $215,298 for the same period last year.
- Occupancy expenses in 2025–26 were approximately $239,896 compared to $209,428 for the same period last year.
- Program costs in 2025–26 were approximately $114,144 compared to $136,143 in the prior year.
- Administration expenses in 2025–26 were approximately $440,258 compared to $411,156 for the same period last year.
- Finance cost expenses in 2025–26 were approximately $52,214 compared to $46,836 for the same period last year.
- Other supplies and services expenses in 2025–26 were approximately $286,901 compared to $349,589 for the same period last year.

LETTER FROM THE AUDITOR

Opinion

We have audited the financial report of Koorana Child and Family Services Ltd which comprises the statement of financial position as at 30 June 2026, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, notes comprising a summary of accounting policies and other explanatory information, and the Directors' Declaration.

In our opinion the financial report of Koorana Child and Family Services Ltd is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

a) a) giving a true and fair view of the company's financial position as at 30 June 2026 and of its financial performance for the year then ended, and

b) complying with Australian Accounting Standards - Simplified Disclosures and the Australian Charities and Not-for-profits Commission Regulations 2022.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the A*uditor's Responsibility for the Audit of the Financial Report* section of our report. We are independent of the company in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Directors of the company, would be in the same terms if given to the Directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Going Concern

Without modifying our opinion, we draw attention to Note 2. As at 30 June 2026 the company has a net current liability position $845,946 (2025: $326,124 net current liability). This indicates that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Directors' Responsibility for the Financial Report

The Directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with *Australian Accounting Standards -Simplified Disclosures* and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the Directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at *The Auditing and Assurance Standards Board* and the website address is http://www.auasb.gov.au/Home.aspx

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on the requirements of the New South Wales Charitable Fundraising Act 1991 and the New South Wales Charitable Fundraising Regulations 2021

We have audited the financial report as required by Section 24 of the New South Wales *Charitable Fundraising Act 1991*. Our procedures included obtaining an understanding of the internal control structure for fundraising appeal activities and examination, on a test basis, of evidence supporting compliance with the accounting and associated record keeping requirements for fundraising appeal activities pursuant to the New South Wales *Charitable Fundraising Act 1991* and the New South Wales *Charitable Fundraising Regulations 2021*.

Because of the inherent limitations of any assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An audit is not designed to detect all instances of non-compliance with the requirements described in the above-mentioned Act and Regulations as an audit is not performed continuously throughout the period and the audit procedures performed in respect of compliance with these requirements are undertaken on a test basis. The audit opinion expressed in this report has been formed on the above basis.

Opinion

In our opinion:

a) The financial report of the company has been properly drawn up and associated records have been properly kept during the financial year ended 30 June 2026, in all material respects, in accordance with:
   i. Sections 20(1), 22(1-2), 24(1) of the New South Wales *Charitable Fundraising Act 1991*; and
   ii. Section 17 of the New South Wales *Charitable Fundraising Regulations 2021*.

b) The money received as a result of fundraising appeals conducted by the company during the financial year ended 30 June 2026 has been properly accounted for and applied, in all material respects, in accordance with the above-mentioned Act and Regulations.



StewartBrown
Chartered Accountants
2 October 2026



S.J. Hutcheon
Partner



GET INVOLVED

If you would like to support the important work that Koorana does there are many ways to get involved.

MAKE A DONATION

Shaping the Future of Inclusion

Koorana's Shaping the Future of Inclusion campaign is raising funds to create more opportunities for children with disability and developmental differences to learn, participate and belong. Your support will help us build a more inclusive future for children and families.
Building Bright Futures | Koorana Child & Family Services

Ensuring Strong Starts

A small donation can make a big difference in a child's life by providing access to essential therapies. These supports are often difficult to access for families who do not qualify for the NDIS but whose children require help.To support this project, please contact us or visit: Ensuring Strong Starts | Support Koorana's Causes

Innovate for Outcomes

Donations to support our advocacy and research projects help ensure children and families receive the highest quality supports possible. To learn more or contribute, please contact us or visit:
Innovate for Outcomes | Support Koorana's Causes

Meeting Family Needs

Koorana is committed to helping families facing the cost-of-living crisis. Support this initiative to ensure families can access free school-holiday activities for their children. To contribute, please contact us or visit: Meet Family Needs | Support Koorana's Causes

Please give via the donate button on our website at
Koorana Child & Family Services | Donate

Koorana holds endorsement as a deductible gift recipient.
All donations over $2 are tax deductible.

BECOME A CORPORATE PARTNER

Koorana believes that strong partnerships between businesses, the community, and government can create meaningful educational, therapeutic, and family supports for children. Partnering with Koorana can help improve staff engagement, build morale, and make a real difference in the community. Learn more:
Become a Corporate Partner | Support Koorana's Causes

VOLUNTEER

By volunteering even a few hours of your time, you or your team can make a positive impact in your local community and help create a more inclusive world for children. Discover opportunities at:
Volunteer | Koorana Child & Family Services

FUNDRAISE FOR KOORANA

Fundraising is a great way to support children in your community while having fun and meeting new people. You can host a social event or create a fundraising page to support children in need. Talk to us about your idea.

REMEMBER US IN YOUR WILL

A gift to Koorana in your Will allows your generosity to continue into the future. Please talk to us about how you would like your gift to be remembered or visit Remember Us In Your Will | Koorana Needs Your Support for more information.

JOIN THE BOARD

If you would like to contribute your skills and expertise by volunteering as a Board member, please send your resume to:
people@koorana.org.au or call us for more information.

For more information on how you can help Koorana provide essential early childhood services and programs across the community, please call 1300 566 726 or visit koorana.org.au.

THANK YOU

Koorana would like to sincerely thank and acknowledge our funding bodies, partners, parliamentarians, supporters, donors and suppliers. Your continued support has enabled us to support children and families throughout the past year.

- NSW Department of Communities and Justice (DCJ)
- NSW Department of Education (DoE)
- NSW Early Learning Commission
- National Disability Insurance Scheme (NDIS)
- Office for Youth
- The Smith Family
- Our local NSW Members of Parliament: the Hon Sophie Cotsis MP, Ms Kylie Wilkinson MP, the Hon Jihad Dib MP and Mr David Saliba MP
- Our local federal Members of Parliament: the Hon Tony Burke MP, Zhi Soon and Ash Ambihaipahar and the Hon Jason Clare MP
- NSW ministers and shadow ministers: the Hon Kate Washington MP, the Hon Prue Car MP, the Hon Ryan Park MP, the Hon Natasha Maclaren-Jones MLC, and the Hon Sarah Mitchell MLC
- Current and former Commonwealth ministers and shadow ministers: the Hon Jason Clare MP, the Hon Mark Butler MP, Senator the Hon Jenny McAllister, Senator the Hon Jess Walsh, the Hon Tanya Plibersek MP, Julian Leeser MP and Melissa McIntosh MP.
- City of Canterbury Bankstown
- Canterbury Bankstown Chamber of Commerce
- Canterbury League Club
- Campsie RSL Group
- Revesby Workers' Club
- Canterbury-Hurlstone Park RSL Club
- Bankstown Sports Club
- Lantern Club
- Vicinity Centres
- Edified
- James N. Kirby Foundation
- Frank Leyden Tot-Ed Trust
- Trimont Giving Council
- Trilogy Foundation
- PayPal Giving Fund
- Dulux
- Bunnings Villawood
- Reece Villawood
- Heidelberg Materials
- Caroma
- Smeg
- Signature Floors
- Bing Lee
- Taronga Zoo
- Caesarstone
- Bricktastics
- Canterbury Bulldogs
- Entertainment Park
- Youies
- MySwim Bass Hill
- Lori's Football Lunch
- Bankstown Men's Shed
- National Disability Services (NDS)
- Early Childhood Intervention Best Practice Network partners
- Child and Family Supports Alliance NSW (CaFSA NSW) partners
- Australian Child and Family Supports Alliance partners
- Australian Pyramid Model Alliance partners
- Western Sydney University
- The Youth Partnership
- Early Childhood Partners in the Community: Lifestart and EACH
- Canterbury Child and Family Interagency partners (CCFI)
- Bankstown PCYC
- The Smith Family
- Early Childhood Intervention Coordination Program - Inner West Childhood Support Network
- Our partner public schools: Riverwood Public School, Bass Hill Public School, Bankstown Public School, Chullora Public School, Panania North Public School, Hampden Park Public School, Hannans Road Public School, Campsie Public School, Earlwood Public School, Belmore South Public School, Narellan Public School, Yandelora School, Tower Street Public School, Villawood East Public School, Banksia Road Public School, Lakemba Public School and Padstow North Public School, Wiley Park Public School, Regent Park Public School and Condell Park Public School, Belmore Youth Resource Centre
- St Mel's Catholic Primary School, Campsie
- Uncle Jimmy Smith
- Lakemba Uniting Church
- Canterbury Hospital
- MTC Australia
- Canterbury and Bankstown District Early Childhood Health Centres
- Lakemba School as Community Centres (SaCC)
- Lebanese Muslim Association (LMA)
- BCRG
- Walk Wise
- Prosper Campsie
- The consultants who support Koorana's projects
- Our suppliers
- Our donors, including the individual donors who generously supported Koorana's first End of Financial Year Tax Appeal
- All our other partner organisations

We would also like to thank the many parents, families and carers who have generously shared their time, knowledge and skills in support of Koorana's activities.





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Koorana