





OUR WORK ENABLES  
PEOPLE TO GET BACK  
ON THEIR FEET, AND  
OUR DESIRE IS TO SEE  
PEOPLE REALISE THEIR  
FULL POTENTIAL.  
TOGETHER WITH OUR  
FUNDERS, DONORS  
AND PARTNERS, WE  
MAINTAIN A STRONG  
COMMITMENT TO  
STRENGTHENING LIVES  
AND COMMUNITIES.



#### WHO IS JUNCTION AUSTRALIA?

Junction Australia is a trusted independent provider of a wide range of community support services and quality, affordable housing that assists over 8,500 South Australians every year.

Operating for nearly 40 years, Junction Australia is active in 33 local government areas, provides homes to 4,000 tenants and supports 4,500 people. We provide therapeutic services to children who are unable to live with their family, as well as assisting vulnerable young people and women and children experiencing domestic violence.

#### VISION

A better future for all.

#### MISSION

- Influencing the lives of children, young people and families to realise their full potential.
- Creating safe, affordable homes that contribute to thriving communities.

#### GOALS

1. Enable people to realise their potential.
2. Create safe, affordable homes that contribute to thriving communities.
3. Building a resilient and innovative organisation.

#### VALUES

- Respect – every person deserves to be treated with respect.
- Trust – safety and trust are the foundations of healthy relationships.
- Inclusion – inclusive communities value and embrace diversity.
- Integrity – being open and honest to others.

 Number of tenants: **4,000+**

 People supported by community services: **4,500+**

 Homes managed: **1,700+**

 Staff: **236+**

 Number of programs: **30**

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*In order to respect the privacy of our tenants and clients, we have changed their names and images in some instances. All quotes and statements however remain unaltered.*



*"As Patron of Junction Australia, I am proud of the wonderful work we do in the community. Our energy and focus is on important social issues to enable everyone to have the opportunity to realise their potential and help to make our society a better place to live in, both now and for the future."*

**PATRON - THE HON DR ROBYN LAYTON AO QC**



*"As an Ambassador for Junction Australia, it's my hope to be a strong voice to increase awareness of the critical role they play in the community".*

**AMBASSADOR - BRENTON RAGLESS**

*"Being at Junction House was one of the best experiences I have ever been through. I learnt so many new things, grew as a person and gained some confidence. Thank you for showing me self-worth and being role models."*

- MELISSA



Board Directors  
 Back row: Ann Nelson, Fairlie Delbridge,  
 Rebecca Foster, Tim Jackson, Kathryn  
 Govan & Richard Osborne.  
 Front row: Mike Canny & Pauline Rooney.

## MESSAGE FROM CHAIR

The 2016/17 financial year was one of change, consolidation and achievement. I am pleased to share many of the accomplishments and challenges we have met over the past year. We saw significant growth in both our Housing & Urban Development and Community Services areas and changes to our Leadership Team. To accommodate these changes, the organisation has invested in its corporate systems to support the growth, and has shifted premises to a larger office on Greenhill Road.

### ROYAL COMMISSION INTO CHILD PROTECTION SYSTEMS

In August 2016, the Hon Justice Margaret Nyland AM handed down the findings into the Royal Commission into Child Protection Systems in SA. Two hundred and sixty recommendations were presented and Junction Australia fully supports the State Government as it implements many of these recommendations. With more children now under the Guardianship of the Minister, we have established an additional eight therapeutic homes. Child Protection is a key focus for Junction Australia and we actively support the government's commitment to improve the state of child protection in South Australia.

### NIGEL RICHARDSON LEEDS VISIT

As part of our commitment to child protection, Junction Australia was pleased to host Nigel Richardson, Director for Children's Services, Leeds City Council, from the United Kingdom. Nigel's internationally recognised work led to the change in a system that was consistently failing its children and young people in Leeds. He spoke about putting children and young people at the centre of social and economic growth strategies and involving them in the process. Nigel suggested that practically applying outcomes based accountability and using data and technical expertise in all decision making was important in supporting our children.

Nigel spoke at 10 different functions during the week, sharing his insights and knowledge with a range of stakeholders including government, corporates and sector partners. Junction Australia was proud to have led these forums and has since influenced others to work more collaboratively.

### HOUSING

We continued to strengthen our housing portfolio by successfully tendering for the right to manage 553 homes in Morphettville and the Fleurieu Peninsula. Working with the SA Housing Trust and Renewal SA, we are now aiming towards a seamless transfer by the end of September 2017, taking our total housing portfolio to over 2,200 homes.

A number of opportunities were also identified to redevelop older/poorly configured housing stock either on our own or in conjunction with development partners. Progressing these and increasing the number of social and affordable homes will continue to be a focus for the organisation in the coming year.

### CEO MOVEMENT

After 12 years, our CEO Graham Brown moved on to new challenges. Graham has established a solid platform for growth, with Junction Australia now one of the largest providers of community housing and community services in South Australia. His passion and enthusiasm will be sadly missed and we wish him well in his endeavours.

In April we were excited to announce our new CEO, Maria Palumbo. Maria was appointed following a competitive selection process from a strong field including local and national candidates. She is highly impressive and known for her collaborative leadership style, energy and ability to deliver outcomes. In her short time with Junction Australia, Maria has familiarised herself with the organisation and the many services we operate. Maria's expertise and wealth of knowledge will keep us moving forward well into the future.

### BOARD DIRECTORS

The composition of the Board changed during the year as we farewelled Mark Hayward and Penny Gale, with Helen Thorne also departing in early July. We thanked them for their valuable contribution and welcomed new Directors Richard Osborne, Fairlie Delbridge and Tim Jackson. The new Directors all bring a wealth of experience from multiple sectors and industries to the Junction Australia board.

### FINANCIAL PERFORMANCE

The result from our operating activities for the year was a surplus of \$993,255 ensuring Junction Australia's ongoing ability to deliver high quality services. The financial support we receive from government, corporates and the community, enables us to invest in innovative programs that are central to the needs of tenants and clients.

### THANK YOU

In closing, I would like to thank our Board, staff, volunteers and partners for their ongoing support. Thank you also to our clients and tenants for their inspiration and achievements. It is an absolute privilege to be part of an organisation that believes in making our community a better place.

*Mike Canny*

Chair, Junction Australia



Nigel Richardson, Director for Children's Services,  
 Leeds City Council UK.



Leadership Team  
 Back row: Ian Simpson, Kathryn Keenihan & Adam Green.  
 Front row: Wayne Gibbings & Maria Palumbo.

## MESSAGE FROM OUR CEO

As I write my very first Annual Report, I am excited by the opportunities ahead and delighted with the achievements of Junction Australia to date. I look forward to leading the organisation through its next stage of growth and to meeting many of our valued partners so together we can strengthen our approach to making a difference to South Australians.

### NEW THERAPEUTIC SUPPORT SERVICES HOUSES

Therapeutic Support Services (TSS) saw significant growth in 2016/17. Junction Australia added eight new homes to TSS in partnership with the Australian Childhood Foundation. One of the outcomes of the Royal Commission has been a concerted effort by government and agencies to keep sibling groups together. Pleasingly three of our new homes provide care for sibling groups under the Guardianship of the Minister.

The TSS program has been highly successful because of the trauma informed approach it uses and subsequent positive outcomes it has on children.

### STRATEGIC PLAN

We commenced working on a new Strategic Plan for the organisation that will take us through to 2020. The ever changing environment and the needs of clients and tenants require us to re-evaluate our Strategic Plan on an ongoing basis. The new Plan will provide guidance via three key goals:

1. **Enable people to realise their potential**
2. **Create safe, affordable homes that contribute to thriving communities**
3. **Building a resilient and innovative organisation**

The Board and Leadership Team will continue to develop the Plan and seek stakeholder input prior to its adoption. We look forward to sharing our new Strategic Plan in late 2017.



The Hon Susan Close MP, the Hon Tony Piccolo MP, the Hon Zoe Bettison MP, Maria Palumbo and Mike Canny



Members of Junction Australia's Reconciliation Action Plan Working Group.

### ANNUAL CONFERENCE

In May we held our largest and most successful Annual Conference to date. Our keynote speaker was Paul Nixon, Chief Social Worker – Child, Youth and Family from New Zealand. Paul discussed how the use of Family Group Conferences and Restorative Practices can transform the way we think about and work with children and families in our own communities. The underlying principles of client self-determination, family and community empowerment, citizens' rights, culturally responsive practice and partnerships across stakeholders, all sit at the heart of this approach. Given the recent Royal Commission into Child Protection and the Nigel Richardson visit, this was a great way to see how patterns of engagement can change between families, communities and agencies, and deliver better outcomes for children.

### RECONCILIATION ACTION PLAN

During the year we commenced work on our first Reconciliation Action Plan (RAP). The aim of the RAP is to increase awareness of Aboriginal and Torres Strait Islander culture, history and achievements within the organisation and the wider community. Training in the areas of Cultural Respect and Safety has been undertaken by our Leadership Team and Working Group. The training was a pre-cursor to the development of the RAP that the Working Group will undertake through the leadership of the Service Development Manager. We hope to present the Reconciliation Action Plan to all staff in late 2017 for endorsement.

### LEADERSHIP TEAM

We are pleased to acknowledge the outstanding contribution of our General Manager - Community Services, Sue Thomas (nee Phillips) who has been with Junction Australia for seven years. Sue was an enormous asset to the organisation with a real passion in the areas of domestic/family violence and child protection. She will be missed by all at Junction Australia and we wish her well.

In the new financial year, we welcome our new GM Community Services, Kirsty Drew. Kirsty has a wealth of experience in the community services sector and comes to us from Centacare, where she held the role of Executive Manager Family Outreach & Relationship Services. We look forward to Kirsty's valuable contribution.

### ADMINISTRATION

For Junction Australia to deliver high quality services to its clients and tenants, we must invest in information technology. We have substantially upgraded our underlying ICT infrastructure over the past year to support the organisation's ongoing growth, and to provide a common environment and user experience. Our current focus areas are Housing and Finance systems and an Outcomes/Case management system, which will enable us to measure client and tenant outcomes. We will achieve higher service quality and program performance improvements.

A new central office was established at 168 Greenhill Road, Parkside. This has enabled us to bring many services such as our Administration, Finance, IT, Housing and Special Projects together in one location which has created greater efficiencies.

*Maria Palumbo*  
 Chief Executive Officer, Junction Australia

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"JUNCTION AUSTRALIA  
PROVIDES GREAT  
NETWORKING OPPORTUNITIES  
WHERE SOUTH AUSTRALIANS  
CAN COME TOGETHER AND  
LEARN ABOUT THE SOCIAL  
ASPECTS AND NEEDS OF  
PEOPLE IN OUR COMMUNITY."

PAUL WILLIAMS, DIRECTOR OF COMACE

.....



Frank Seeley from Seeley International.



A Fairmont builder surveys the work site.



Lorien Goddard, Barbara Cromwell  
and Andre Gascoigne from Redarc.

## BUSINESS & COMMUNITY WORKING TOGETHER



Junction Australia appreciates the support of the business sector to continue our important work. Over the last several years, many businesses have become Socially Responsible Business partners because they recognise that good 'corporate citizenship' extends beyond simply abiding by the law. It embraces the obligations of the wider community and fosters a positive culture within business.

Socially Responsible Businesses seek to behave ethically and to improve the quality of life for their workforce, families and the community while pursuing strong economic performance. Their workplaces foster positive organisational cultures that staff are proud to be part of and contribute to.

Over the past financial year (2016/17), the funds raised from Junction Australia's Socially Responsible Business (SRB) partners has helped vulnerable families affected by a range of social problems and issues to stay together. Their support has also kept the Hackham Community Centre thriving. The Centre is a safe haven for struggling families and plays an important role in keeping the Hackham community connected.

Our SRB's have also funded our Point of Engagement program which supports parents who misuse drugs and alcohol. The aim of this program is to create a safe environment for their babies to develop a strong attachment with their parents. The family counselling and parenting programs aim to strengthen family relationships and work with young people and their parents to understand and regulate their emotions. This helps reduce the risk of youth homelessness and keeping families safe and together. These too are supported by Junction Australia thanks to the generosity of our SRB partners.

**Over 1,000 South Australians receive support through Junction Australia thanks to the generosity of our Socially Responsible Business partners.**

### GETTING INVOLVED WITH JUNCTION AUSTRALIA

You can play a part and contribute to our organisation's future. Large or small, all contributions are tremendously appreciated and make a genuine difference in your own community.

Visit [junctionaustralia.org.au](http://junctionaustralia.org.au) and click on 'Donate' in the top right hand corner to make a donation today towards strengthening lives and communities.

You may consider supporting us in many other ways including:

- **Volunteering** at our events
- Making a **Bequest** that can make an enduring impact, well into the future.
- Organising a **fundraising event**
- Talking to your boss about participating in **Workplace Giving**
- Joining with other inspiring SA business leaders by becoming one of Junction Australia's **'Socially Responsible Business' partners.**

Our Socially Responsible Business partners, Volunteers and Supporters tell us that their engagement with Junction Australia enables them to demonstrate and foster Trust, Respect, Inclusion and Integrity. This results in a genuine sense of pride and team spirit amongst their own staff, family and friends.

In short, great things happen and everyone wins when we work together towards a common goal. So please find out more by calling **8203 5700** or email [community@junctionaustralia.org.au](mailto:community@junctionaustralia.org.au).

### 2016/17 SOCIALLY RESPONSIBLE BUSINESS PARTNERS



### 2016/17 FUNDRAISING PARTNERS



## OUR RESOURCES

Junction Australia has again generated a strong operating surplus in a year of consolidation.

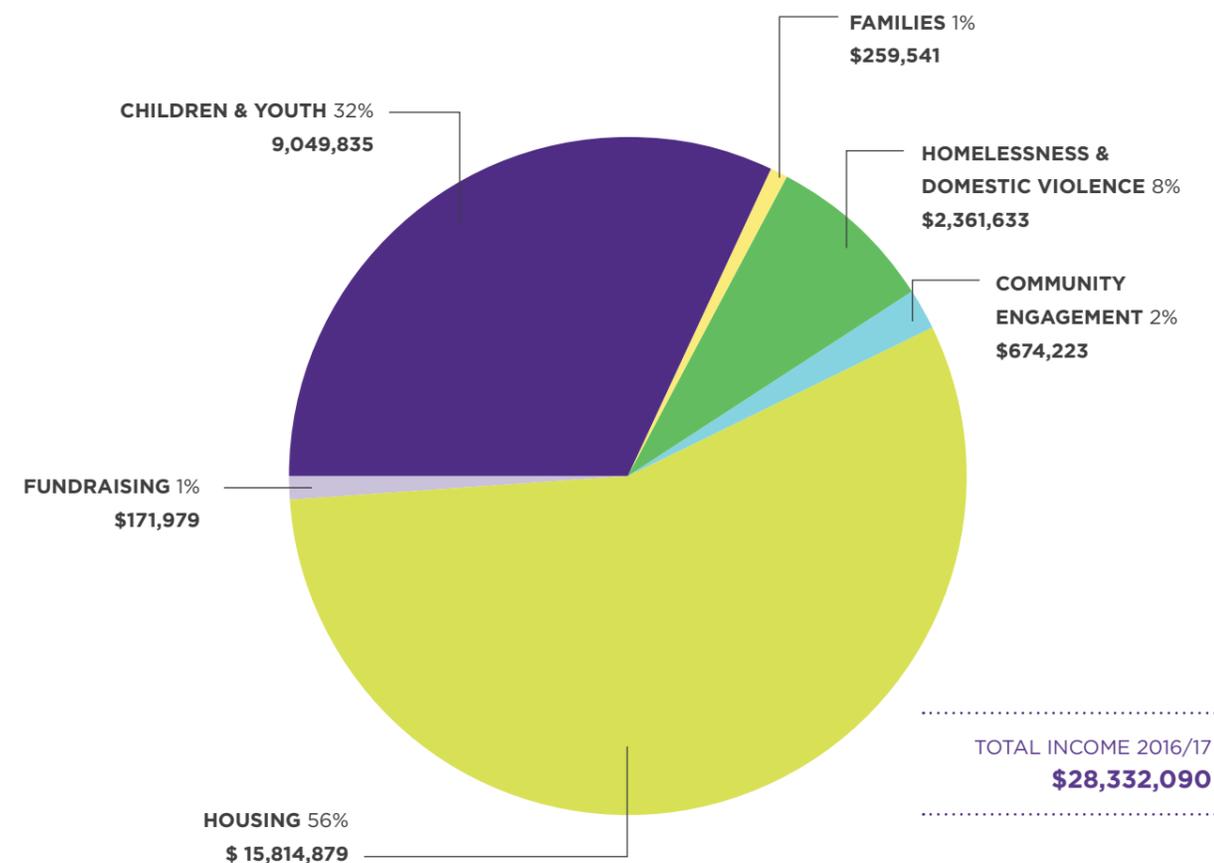
### OPERATING ACTIVITIES

During 2016/17, Junction Australia recorded a total operating revenue of \$28.3m, an increase of 23% from the prior year. This revenue growth reflects the rapid expansion in our Therapeutic Support Services which focuses on supporting South Australia's most vulnerable children. The result from our operating activities for the year was a surplus of \$993,255.

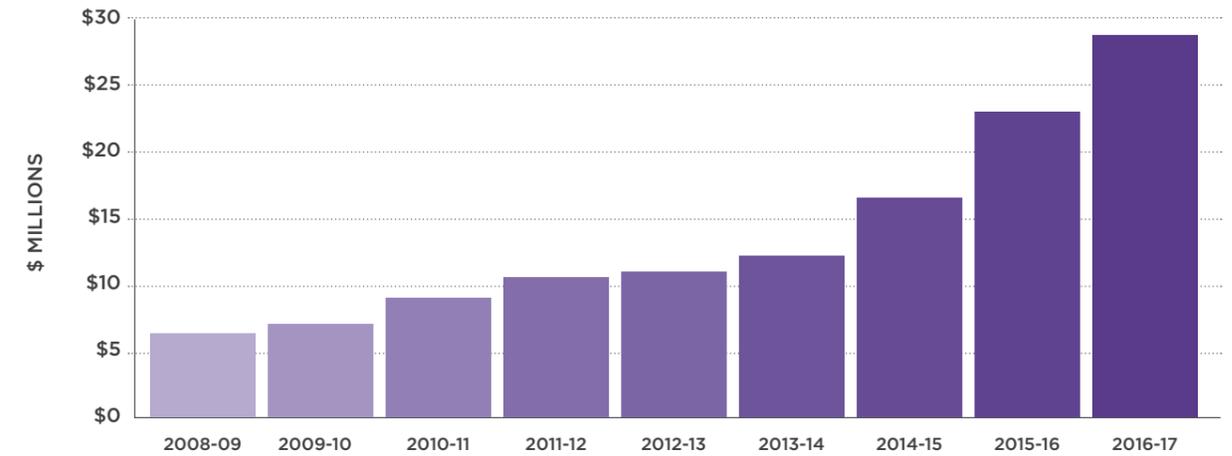
### CAPITAL ACTIVITIES

A revaluation of Junction Australia's investment properties has led to a reduction in value of \$3.6m which is reflected in the total comprehensive deficit of \$2.4m. The revaluation adjustment is 1.8% of the total investment property value.

## JUNCTION AUSTRALIA TOTAL INCOME IN 2016/17

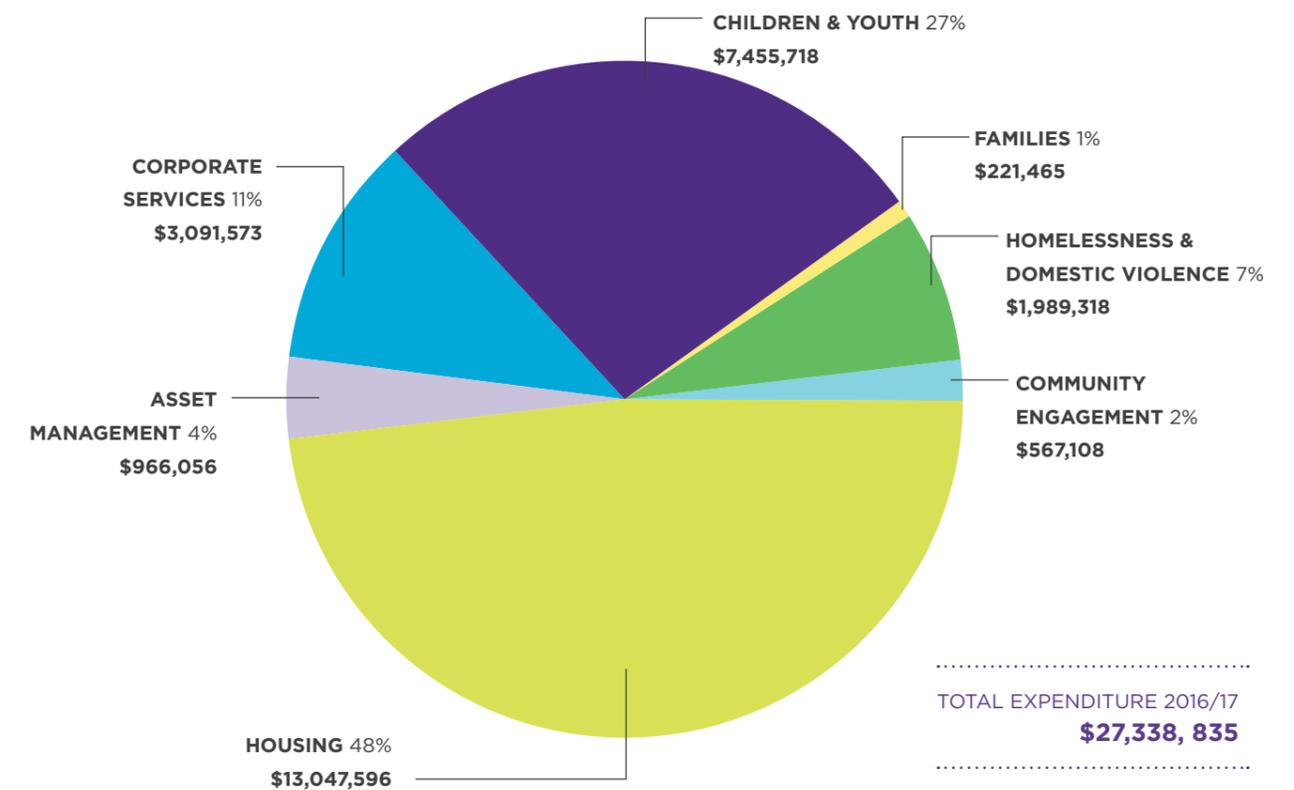


## GROWTH IN REVENUE 2009 - 2017



Operating revenue has increased by 154% over the last 5 years.

## JUNCTION AUSTRALIA TOTAL EXPENDITURE IN 2016/17



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JUNCTION AUSTRALIA  
IS COMMITTED TO  
PROVIDING A RANGE OF  
SERVICES THAT  
HELP OUR CLIENTS  
OVERCOME BARRIERS,  
ACCESS OPPORTUNITIES  
AND PURSUE THEIR  
HOPES AND DREAMS.

.....





## FAMILIES

Many families face challenges at some stage and often need assistance, guidance or even just someone to talk to. Junction Australia aims to keep families together and support them to move through crisis by improving communication, dealing with past trauma, building resilience and positive psychology to promote well-being.

### PARENT & ADOLESCENT COUNSELLING

The Parent & Adolescent Counselling Service supports families with children aged 12-18 years to navigate the changes and challenges of adolescence. The goal of the service is to reduce family conflict, prevent family breakdown and work towards preventing young people from experiencing homelessness.

Our counsellor helps young people improve family relationships, develop their own identity and self-esteem, and assists with mental health issues. The counsellor supports parents with parenting skills and personal issues which may be contributing to family difficulties. During 2016/17, our counsellor supported 33 young people and 40 adults.



Intake Officer Margaret Wilson.



Junction Australia's Sexual Abuse counsellors **worked with 31 clients in 16/17.**



Effective Parenting program was **attended by 32 participants.**



**Nine families** were supported by our Point of Engagement program.

### EFFECTIVE PARENTING PROGRAMME

Junction Australia continues to provide targeted Effective Parenting Programs which promote and support the development of parenting skills and healthy, thriving families.

A part of the Effective Parenting programs is the 'Who's in Charge?' parenting course which is designed to help parents become more empowered in dealing with abusive and violent behaviour in the home. During the 2016/17 year we facilitated four courses which were attended by 32 participants.

Participants told us that they felt less isolated by being involved in the course. 95% felt more empowered and resilient and 90% said the course helped them to make changes.

### POINT OF ENGAGEMENT

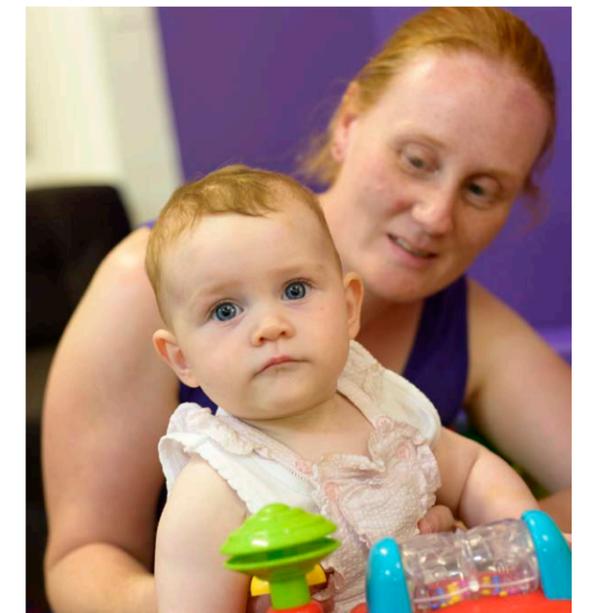
Junction Australia's Point of Engagement (PoE) program undertakes intensive intervention with parents or pregnant women who are involved in drug or alcohol misuse, along with their vulnerable new-born babies and children. Infant massage has been one of the most effective ways we have found to connect parents with their newborns.

PoE works in collaboration with a number of organisations including the Department of Child Protection, Strong Start, Flinders Medical Centre and Drug and Alcohol Services of South Australia. PoE supported nine families throughout the 2016/17 financial year.

### SEXUAL ABUSE COUNSELLING

Our Sexual Abuse Counselling service is for people over the age of 12 and adults who are victims and / or impacted by childhood sexual abuse. We support them to develop coping mechanisms and become more confident in their ability to engage with everyday life. The service also seeks to minimise isolation and create strong and supportive relationships.

Junction Australia provides an opportunity to discuss and address sexual abuse, and associated strong, negative emotions such as fear, anger, depression and guilt. During 2016/17 our Sexual Abuse counsellor worked with 31 clients. Our success with this program has seen clients take up full-time work, volunteering and moving into independent living.



Junction Australia client Skye with her young daughter.

*"Through the PoE program, I feel I have developed a bond with my baby. She knows when I walk in the door and she looks my way. Lots of eye gazing as she loves to stare at me."*

- WENDY



Siblings in Focus participants Jayden and Joshua.

## CHILDREN & YOUTH

2016/17 was a significant year for Child Protection in South Australia. The Royal Commission into Child Protection Systems was handed down and highlighted how all South Australian's must play their part in protecting our most vulnerable citizens, our children. The care and protection of children and young people has always been of paramount importance to Junction Australia and our innovative programs are leading the way in this area.

### THERAPEUTIC SUPPORT SERVICES (TSS)

Our Therapeutic Support Services (TSS) provide care and support to children and young people who are under the Guardianship of the Minister in a home-like environment. TSS saw considerable growth with eight new homes established, in addition to the existing four. Six of the new homes were established in partnership with Australian Childhood Foundation, which works to address trauma from child abuse, neglect and family violence. These homes are established in the community to give our children a general sense of normality.

Two properties have a focus on assisting young people (16-18yrs) towards independent living. This new program fills an important void in that few services provide the

skills for young people to transition from residential care to independent living. Our dedicated and ever growing TSS staff supported 60 young people and children in care, up from 35 in the previous year.

In another unique initiative, TSS partnered with the South Australia Health and Medical Research Institute (SAHMRI) to run the Resilient Futures program. This will measure, build and embed wellbeing and resilience amongst our young people. It is commonly known that young people who live in environments with poverty, low levels of support, violence or unstable conditions may be more at risk of depression than other children.

Youth Connections participants enjoying a day at the beach.



Siblings in Focus participant Jessica with Coordinator Tanya.

Throughout the program clients were able to learn and engage respectfully, practising new skills to assist in the positive direction of their own life. Whilst it is too early to evaluate the results of the program, signs such as gratitude, conflict management and mindfulness are evident in the children's behaviours. The other benefit of participating in the program is that our Youth Workers gain additional formal training which can be utilised across the organisation.

*"Staff at the house are doing a fantastic job of being consistent and accepting of these youths. Talking to the House Supervisor the last few weeks shows such a dedicated team who genuinely care which is really the only protective factor I can see in place for the young person at this time"*

- SOCIAL WORKER , YARROW PLACE



**60 young people** lived in our TSS homes during the year.



**60% of these** undertook mainstream education.



**12 TSS homes** have now been established.

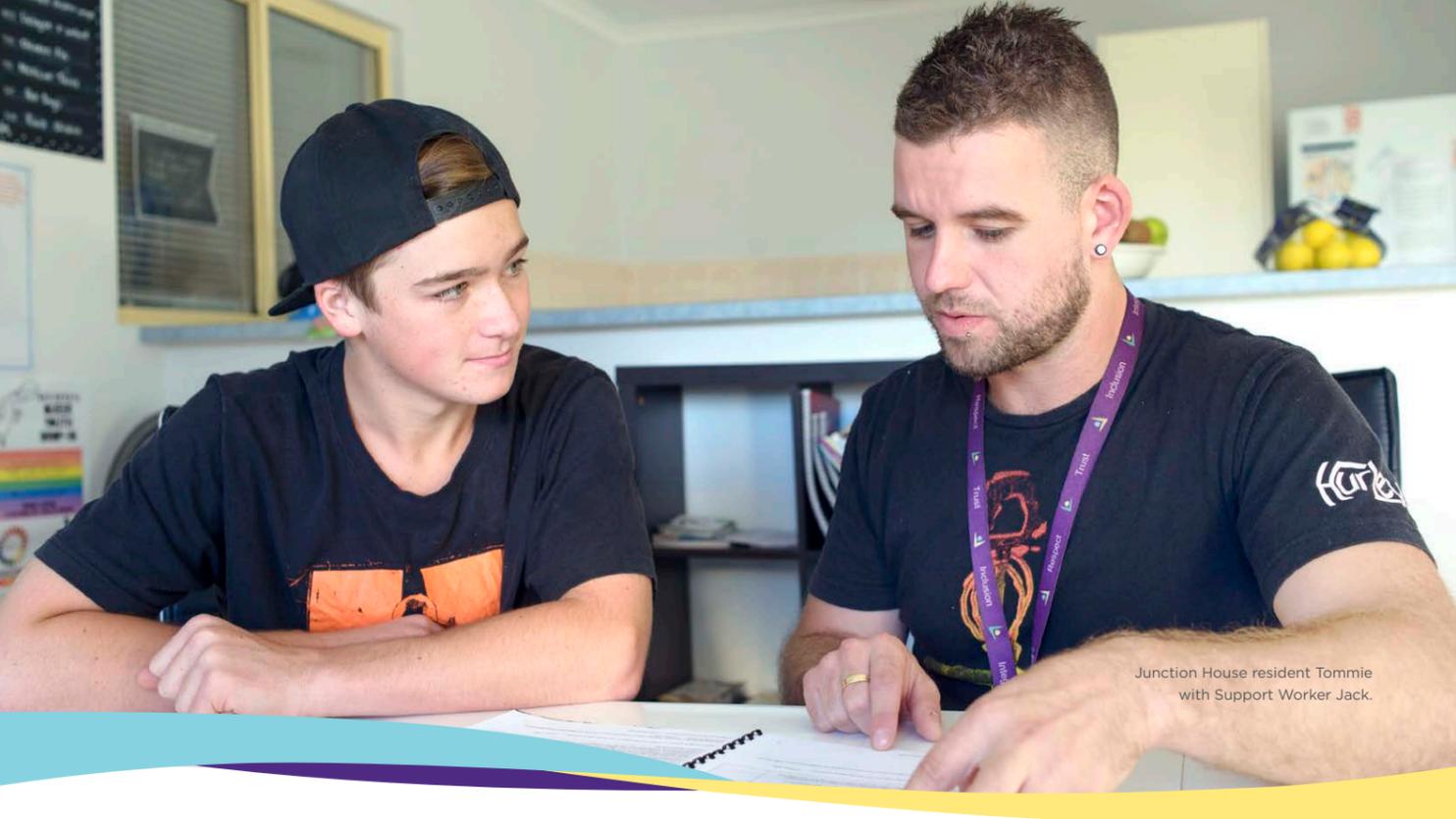
### YOUTH CONNECTIONS

Youth Connections is a mentoring, education and recreational program which focuses on building self-esteem and resilience in young people residing in our Therapeutic Support Services. The program offers clients the opportunity to develop social skills by promoting and supporting participation in community life that many of them have not previously experienced. It is wonderful to see the personal growth they can achieve.

Children in Youth Connections undertook many activities during the year including a visit to Kangaroo Island and a Working on Wheels bicycle initiative. Six young people participated in the KI visit which was instigated by them. Some of the children had not experienced a holiday so this was a first for them and an opportunity to experience holidays like other children their age. The Working on Wheels bicycle initiative assists young people to develop their understanding of how bikes work and how to maintain them. In turn, this gives them a sense of ownership over their work, increasing respect for their property and that of others.

### SIBLINGS IN FOCUS

Our Siblings in Focus program supports children who have a sibling with a disability. Here children connect with other children who have brothers or sisters with disabilities, and undertake activities where they become the primary focus. This program is highly effective in building relationships, problem solving and confidence. Children participated in a range of modules including problem squashing, wiping out worries and leaving stronger and supported. During the year, staff, volunteers and students facilitated 120 sessions.



Junction House resident Tommie with Support Worker Jack.

## HOMELESSNESS & DOMESTIC VIOLENCE

Junction Australia began supporting South Australians in 1979 when it identified a growing problem around youth homelessness in the south of Adelaide. Since then we've recognised that people who experience homelessness or are at risk of becoming homeless may need to access services, find emergency accommodation or receive specialised support. Domestic violence is often closely related to homelessness, or it can occur in isolation. Junction Australia's specialised services are committed to reducing the effects of both domestic violence and homelessness in our community.

### JUNCTION HOUSE

Junction House provides supported accommodation for up to eight young people, aged between 15-18 who are homeless or at risk of homelessness. Here they commit to working with support staff to re-engage with school or alternative educational pathways. They also learn independent living skills including cooking, laundry, budgeting and eating healthy foods. After a stay of between three to six months we assist them to move into housing options and then support them to reconnect with their community and prepare for a long-term home.

During the year the young people gained different experiences by attending excursions. One of these included a visit to Bounce for four young people. Many of our clients do not have a great deal of disposable income, nor had they visited Bounce (indoor trampoline park)

before. This trip gave them an opportunity to experience something new, be active and enjoy some fun.

### OUTER SOUTHERN YOUTH HOMELESSNESS SERVICE

The Outer Southern Youth Homelessness Service (OSYHS) supports young people in the outer southern region of Adelaide to source suitable and affordable housing. The service is available to young people, aged 15-25, who are homeless, transient or at risk of homelessness. Intake workers meet with young people to assess their situation and discuss possible options. A case management framework is used and young people are supported through crisis/transitional housing to longer term housing options.



Junction Australia tenant Mariam.



Junction House residents Solomon and Zac with Support Worker Jack.

During this time the young people have the opportunity to be supported and linked with the required services to address barriers such as disengagement from education, employment goals, mental health, parenting, financial counselling and substance abuse issues.

This year we supported 532 young people, 60% of whom were female. 50% of clients were experiencing mental health issues and 57 clients were children under the age of 10.

*"After being in a transitional house and knowing we would have to move, we were worried about when and where? Then I was offered a community housing home from Junction Australia and we can make it ours forever. The house is beautiful and it has a big back yard for the kids to play in. I just can't believe we have been so lucky".*

JANE, 24 YEAR OLD MUM WITH 3 CHILDREN.



Outer Southern Youth Homelessness Service **assisted 532 young people** in the last year. **60% were female** clients.



**268 clients** were experiencing mental health issues.



**367 clients** were aged between 18 - 24 years and **57 clients** were under the age of 9 years.



**232 young people were homeless** when they first presented to Outer Southern Youth for Intake services.

### FLEURIEU & KANGAROO ISLAND DOMESTIC VIOLENCE SERVICE

Junction Australia delivers specialist domestic violence services across the Fleurieu Peninsula and Kangaroo Island region. During the 2016/17 financial year, the Fleurieu Domestic Violence service supported 113 clients, including 38 children. The Kangaroo Island Domestic Violence service supported 49 clients, including 26 children.

The Fleurieu and KI Domestic Violence Support Workers aim to support women and children experiencing domestic and family violence by connecting them to safe, short term emergency accommodation. It provides counselling, information and links to other services including support groups.

Junction Australia is a member of the Coalition of Women's Domestic Violence Services of SA. Our Regional Manager is currently the elected Deputy Chair of this group. Each year one meeting is held at a regional domestic violence service and this year members travelled to Port Lincoln. Attendees were provided with a tour of Yarredi, the local domestic violence service. Here they gained knowledge into the service's child-focused therapeutic play program offering individualised support to children aged between five and 14 years.



Community Connections  
Hackham Volunteer, Len.

## COMMUNITY ENGAGEMENT & DEVELOPMENT

Junction Australia's work is well entrenched in the communities we operate in. Our Community Development staff are committed to working together with community members in a range of different areas.

Junction Australia has Community Development Officers working in Seaford Meadows, Mitchell Park, Hackham and Kangaroo Island. The Community Development Officer in Kangaroo Island and Hackham work from a community centre in partnership with other organisations. Community members are engaged through a variety of programs and events which develop personal and pre-employment skills as well as facilitate social connections.

Our Community Development Officers are committed to:

- Listening and valuing individuals and community strengths and abilities.
- Strengthening relationship and partnerships to build healthy, safe and vibrant communities.
- Embracing community and celebrating diversity.
- Actively working alongside community members with innovation and creativity.

### COMMUNITY CONNECTIONS HACKHAM

During the year the Hackham Family Connections Centre underwent a name change to better reflect the broader demographic group we work with. Now known as Community Connections Hackham, the centre provides support and information in a family friendly, local environment. The focus of this centre is to provide programs and opportunities for locals and their families living in the Onkaparinga area.

Community Connections Hackham ran 24 different group activities. Approximately 100 adults and children attended per week. The activities included playgroups, carers groups, Dad's Make a Difference and Resume and employment advice. Our 'Sing n Grow' activity attracted new families and focused on the connection between children and their parents. Junction Australia staff benefitted from the experience and training of the 'Sing n Grow' coordinator.



Community Connection Hackham had **100 people per week** visit the centre.



Community Connection Hackham **ran 24 different activities**.



Kangaroo Island Community Centre had **over 1,080 people** access the centre.

### KANGAROO ISLAND COMMUNITY CENTRE

Now in its second year of operation, the Kangaroo Island Community Centre (KICC) has established itself as a central hub where people and residents meet and connect. Over 1,080 residents accessed the KICC over the past twelve months. As well as coordinating the centre, Junction Australia's Community Development Officer facilitates the quarterly Kangaroo Island Community Services Forum for local and visiting service providers, providing its 100+ members with regular email updates of services available to Islanders.

Adult Community Education (ACE) programs are also offered at the centre, with five literacy and numeracy courses delivered this year covering subjects such as budgeting, cooking, writing, computers and gardening. The 'Growing Education' gardening ACE program was one of the most popular courses amongst students who designed the evolving Community Garden at the centre. They are now working towards making the garden a reality.

### COMMUNITY DEVELOPMENT MITCHELL PARK

In 2015, Junction Australia took over the management of 608 homes in the Mitchell Park area. Since then our Community Development Officer in Mitchell Park has worked to provide opportunities for our tenants and also other residents in this area. The aim here is to facilitate engagement with other residents and access local facilities and services.

To facilitate community engagement in Mitchell Park, a number of initiatives were undertaken. This included the 'Amazing Race' event which supported the launch of the Asset Map. Research found that many residents were unaware of the services and infrastructure in their local community. To address this, an Asset Map was produced highlighting all of the local services. Residents took an active role in the design of the map.



Mosaic created by the KI community on White Ribbon Day.



Mitchell Park residents enjoying their new community garden and rotunda.

At the map launch, residents were invited to participate in the Amazing Race event on Sunday, 26 March, 2017. Here participants walked to different locations and were able to familiarise themselves with local services. Based on feedback from tenants and other residents, the event was well received and 57% of people learnt something new about the community they live in.

The Mitchell Park Living Works Program was co-designed by a group of tenants because they wanted to improve the physical appearance of common areas in their housing complexes. Together with Renewal SA, TAFE SA, Interskills, Work Ready and APG, we developed an onsite training program that resulted in improved landscaping, a community garden and rotunda. Tenants and job seekers (trainees) alike participated in the construction phase, earning themselves a Construction White Card and a Certificate II in Horticulture. The success of this program is evident in that tenants are using the new spaces as daily meeting places and all trainees were offered further work experience and employment opportunities.



## HOUSING & URBAN DEVELOPMENT

Junction Australia's Housing and Urban Development division provides affordable housing for low income South Australians and those at risk of homelessness. The 2016/17 year was particularly busy and we sought to consolidate our operations while taking advantage of growth opportunities.

### HOUSING TRANSFERS

In May 2017 Junction Australia, through its nationally registered Tier 1 Community Housing provider, Junction and Women's Housing Ltd, was successful in winning two tenders as part of Renewal SA's 'Renewing our Streets and Suburbs' (ROSAS) program. As a result, the property and tenancy management of approximately 383 dwellings in Morphettville and surrounds and 170 in the Fleurieu Peninsula will be transferred to Junction Australia in late 2017. The implementation of this transfer will see Renewal SA, Housing SA and Centrelink collaborating with numerous other agencies to ensure a smooth transition for tenants.

### URBAN DEVELOPMENT

As part of Housing SA's 'New Generation Housing Program', through Renewal SA, Junction Australia identified a property built in 1956 in Fulham that was in poor condition. The tenant had lived in the property since 2002 and we were able to offer her a newer home which was far more suitable to her needs. Work has since commenced on redeveloping the site into two new single story villa type dwellings. One home will be retained by Junction Australia as social housing while the other will be sold on the open market. The end of this financial year saw the foundations laid with both dwellings expected to be completed by December 2017.



Artist impression of Melrose Park development.



Sharing Meals and Making Friends participants Manfred and Esther.

Junction Australia initiated other projects during the year including developments such as:

#### Melrose Park: Homes & Apartments

- 15 homes retained for social housing by Junction Australia
- 21 additional home and land packages will be made available for sale

#### Mitchell Park: Apartments & Town Houses

- 47 new homes comprising of 30 apartments and 17 townhouses
- Approximately one third will be retained by Junction Australia while the balance will be sold
- Work is expected to commence in late 2017

#### Prospect: Apartments & Retail Shops

Junction Australia is partnering with adjoining landholder and developer, Gamma Illumination, and developing 5 story shops and apartments

- 44 apartments and 2 retail tenancies
- Junction Australia will retain 8 apartments as a combination of affordable and social housing outcomes.

Following final development approvals, these projects are all due to commence in the new 2017/18 financial year.

- We managed **581 new tenancies** during the year.
- We managed **2,211 tenancies in 1,683 properties** and provided housing to **4,005 people**.
- Completed **11,621 maintenance work orders**.

### TENANT ENGAGEMENT

Junction Australia continued to be at the forefront of Tenant Engagement throughout the 2016/17 financial year, paying particular interest to better understanding its geographically, culturally and socio-economically diverse households through intensive demographic analysis. Considerable focus was put on incentives and programs that target and respond to tenant needs. This approach aims to develop and nurture social capital and community-based interdependence.

Our Tenant Engagement Officer services the organisation's 1,700 properties, including households situated in Mitchell Park. This was done alongside front line tenancy workers to create a common understanding, ownership and call to action in undertaking and supporting the Tenant Engagement initiatives.

One such initiative for the year was the 'Sharing Meals Making Friends' incentive program. This was an initiative financially supported by Junction Australia. It encouraged residents to share a meal with neighbours and other locals as a way to spark and grow genuine connections and mutual support. Thirty-five tenants participated in the event with one tenant saying "I feel connected. I have close friends now. I actually said to them that we are alone and that we can all help each other and they all agreed." The event encouraged social inclusion and provided opportunities to build friendships amongst all the tenants who participated.

Our annual Tenant Satisfaction Survey was conducted by post and for the first time, online, with a total of 461 survey responses from tenants. In summary, the results were as follows:

- Satisfaction with repairs and maintenance undertaken in last 12 month – 81%
- Satisfaction with customer service experienced in last 12 months – 82%
- Overall satisfaction with the services provided – 86%.

We are extremely pleased with the results of the survey and will continue to provide our tenants with the best possible service moving forward.

.....  
A SOLID OPERATING  
PERFORMANCE FOR  
THE YEAR ENABLED  
JUNCTION AUSTRALIA  
TO DELIVER HIGH  
QUALITY SERVICES  
TO OUR CLIENTS AND  
TENANTS.  
.....



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## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS TO THE MEMBERS OF JUNCTION AUSTRALIA LTD

### Opinion

The summary financial statements, which comprise the consolidated statement of financial position as at 30 June 2017, the consolidated statement of surplus or deficit and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, are derived from the audited financial report of Junction Australia Ltd for the year ended 30 June 2017.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial report, on the basis described in the summary.

### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards - Reduced Disclosure Requirements and the financial reporting requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon.

### The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 29 September 2017.

### Directors' Responsibility for the Summary Financial Statements

The Directors are responsible for the preparation of the summary financial statements on the basis described in the summary.

### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

BDO Audit (SA) Pty Ltd

G K Edwards  
Director

Adelaide, 29 September 2017

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# FINANCIAL STATEMENTS

## JUNCTION AUSTRALIA LTD

(A company limited by guarantee and registered with ACNC)

### CONSOLIDATED SUMMARY FINANCIAL REPORT

The Consolidated Summary Financial Report is derived from the audited financial report of Junction Australia Ltd. It does not contain all the disclosures required by the Australian Accounting Standards. Readers of this report should note that reading the summary financial report is not a substitute for reading the audited financial report. The audited financial report of Junction Australia Ltd is available on request.

### CONSOLIDATED STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2017

	2017	2016
	\$	\$
Rental income	14,722,797	13,740,758
Operational grants	13,242,501	8,644,307
Income from fundraising	171,979	530,949
Other	194,813	130,592
<b>Total revenue</b>	<b>28,332,090</b>	<b>23,046,606</b>
Employee benefits expense	13,744,296	10,408,689
Depreciation & amortisation expense	480,186	350,030
Insurance	359,879	336,084
Client expenses	700,951	569,046
Property expenses	2,700,212	2,147,961
Building repairs & maintenance	4,789,788	3,122,891
South Australian Housing Trust charge	1,310,726	1,303,064
Other expenses	3,252,798	2,750,644
<b>Total expenses for the year</b>	<b>27,338,835</b>	<b>20,988,408</b>
<b>Results from operating activities</b>	<b>993,255</b>	<b>2,058,198</b>
Finance income	16,980	2,693
Finance costs	(90,276)	(130,451)
<b>Net finance cost</b>	<b>(73,296)</b>	<b>(127,758)</b>
(Decrease)/Increase in fair value of investment property	(3,606,327)	6,594,785
Investment property received for no consideration	260,000	131,001,795
<b>Net (Deficit)/Surplus for the year</b>	<b>(2,426,368)</b>	<b>139,527,020</b>
Other comprehensive Income	0	0
<b>Total comprehensive income for the year</b>	<b>(2,426,368)</b>	<b>139,527,020</b>

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2017

	2017	2016
	\$	\$
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	5,404,473	6,416,586
Trade and other receivables	2,266,104	2,138,253
<b>Total current assets</b>	<b>7,670,577</b>	<b>8,554,839</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	4,402,234	2,176,226
Investment properties	193,703,643	196,951,330
<b>Total non-current assets</b>	<b>198,105,877</b>	<b>199,127,556</b>
<b>Total assets</b>	<b>205,776,454</b>	<b>207,682,395</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	2,531,517	1,890,747
Loans and borrowings	625,650	511,961
Provisions	963,476	1,010,919
Other liabilities	1,378,095	1,888,953
<b>Total current liabilities</b>	<b>5,498,738</b>	<b>5,302,580</b>
<b>Non-Current liabilities</b>		
Loans and borrowings	7,350,672	7,006,432
Provisions	91,955	111,926
<b>Total non-current liabilities</b>	<b>7,442,627</b>	<b>7,118,358</b>
<b>Total liabilities</b>	<b>12,941,365</b>	<b>12,420,938</b>
<b>Net assets</b>	<b>192,835,089</b>	<b>195,261,457</b>
<b>EQUITY</b>		
Reserves	30,000	486,263
Retained earnings	192,805,089	194,775,194
<b>Total equity</b>	<b>192,835,089</b>	<b>195,261,457</b>

This Annual Report incorporates the activities of both Junction Australia Ltd ABN 50 167 313 153 and Junction and Women's Housing Ltd ABN 50 160 344 712

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2017**

	Retained Earnings	Asset Revaluation Reserve	Sick Leave Reserve	Mitchell Park Reserve	Total Equity
	\$	\$	\$	\$	\$
<b>At 30 June 2015</b>	<b>55,682,237</b>	<b>30,000</b>	<b>22,200</b>	<b>0</b>	<b>55,734,437</b>
Surplus for the year	139,527,020	0	0	0	139,527,020
Transfer	(434,063)	0	(3,153)	437,216	0
Other comprehensive income	0	0	0	0	0
<b>Total comprehensive income for the year</b>	<b>139,092,957</b>	<b>0</b>	<b>(3,153)</b>	<b>437,216</b>	<b>139,527,020</b>
<b>At 30 June 2016</b>	<b>194,775,194</b>	<b>30,000</b>	<b>19,047</b>	<b>437,216</b>	<b>195,261,457</b>
Deficit for the year	(2,426,368)	0	0	0	(2,426,368)
Transfer	456,263	0	(19,047)	(437,216)	0
Other comprehensive income	0	0	0	0	0
<b>Total comprehensive income for the year</b>	<b>(1,970,105)</b>	<b>0</b>	<b>(19,047)</b>	<b>(437,216)</b>	<b>(2,426,368)</b>
<b>At 30 June 2017</b>	<b>192,805,089</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>192,835,089</b>

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2017**

	2017	2016
	\$	\$
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Cash receipts from customers	29,892,793	23,651,574
Cash paid to suppliers and employees	(28,453,009)	(21,637,272)
Interest received	16,980	2,693
Interest paid	(90,276)	(130,451)
<b>Net cash inflow from operating activities</b>	<b>1,366,488</b>	<b>1,886,544</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Purchase of capital assets	(3,071,430)	(705,623)
Proceeds from sale of capital assets	234,900	225,198
<b>Net cash outflow from investing activities</b>	<b>(2,836,530)</b>	<b>(480,425)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
Proceeds from borrowings	1,025,500	0
Repayment of borrowings	(567,571)	(716,522)
<b>Net cash inflow / (outflow) from financing activities</b>	<b>457,929</b>	<b>(716,522)</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(1,012,113)</b>	<b>689,597</b>
Cash and cash equivalents at beginning of the financial year	6,416,586	5,726,989
<b>Cash and cash equivalents at end of the financial year</b>	<b>5,404,473</b>	<b>6,416,586</b>

## THANK YOU TO OUR GENEROUS SUPPORTERS

Junction Australia appreciates the significant financial support received through ongoing funding, service agreements and grants from Federal, State and Local Governments. We also value donations (both corporate and in-kind) from businesses across South Australia.

### Corporate and In-Kind Donors

A Scent of Beauty	Michels Warren
Adelaide Complete Bathrooms	Minerds Bell Consulting Group
allBiz Direct Stationers	Mitchell Park Pharmacy
Amanda Rishworth MP	Nutrition Warehouse
Anglicare	Office Works (Mitchell Park)
Anytime Fitness (Mitchell Park)	O-I Glass
Backpacks for Kids	Original Surf Co
Bakers Delight Morphett Vale	Oz Harvest
Bank Australia	Palace Espresso Bar
Boart Longyear	Patritti Wines
Bob Burns Blinds	Phil Hoffmann Travel
Borehole Wireline	Qattro
Calendar Girls Port Pirie	RACV Salary Solutions
Channel 9 Adelaide	Red Hatters
Cheesecake Shop (Park Holme)	REDARC
CMI Toyota	Rotary Club of Edwardstown
Comace	Rotary Club of Noarlunga
Commonwealth Bank	Routleys
Dr N Wickham	Royal Adelaide Show
Dreamland (Mitchell Park)	SA Montessori
Edwardstown Rotary	Scandal Hair and Beauty
EPA	Seeley International
Essentials 4 Women SA	Share the Dignity
Fairmont Group	Smithfield Mechanical Repairs
Fantastic Furniture	Staples Australia
Fentons Conveyancing	State Surveys
Fleurieu Community Foundation	Statewide Pool Services
Flinders University	Statewide Super
Glenelg Community Centre	Steed Surveyors & Land Div
Golden Wishbone	Step into Life (Mitchell Park)
Grant Thornton	Subway
Hays Recruitment	Terry White Chemist (Park Holme)
Interactive Gateway	The Knitwits
Jarvis Toyota	The Golden Wishbone
JSA Accounting	The Online Directory
Lutherans Community Care	Urbanvirons
Marion Council	Wallis Cinemas
Marryatville Primary School	Wayne Phillis Automotive
MediaNest	Westpac
MGA Insurance Brokers	Zania Stacey

### Federal Government

Department of Education and Training  
 Department of Health  
 Department of Social Services  
 Flinders University  
 National Affordable Housing Agreement

### State Government

Department for Communities and Social Inclusion  
 Department for Child Protection  
 Department for Education and Child Development  
 Minister for Higher Education and Skills  
 Department of the Premier and Cabinet  
 Department for State Development  
 Department of Social Services  
 Renewal SA  
 SA Health  
 South Australian Housing Trust

### Local Government

City of Burnside  
 City of Onkaparinga  
 City of Marion  
 Kangaroo Island Council  
 Local Government Association of SA

### Grants

AHA Hotel Care Community projects  
 Commonwealth Bank Staff Foundation  
 Department for State Development  
 Department for Education and Child Development  
 Grants SA  
 Sidney Myer Fund  
 Fleurieu Community Homelessness Fund  
 Wyatt Benevolent Fund

### Individual Donors

Our thanks to the individuals and families who gave financial support or in-kind support during the 2016/17 financial year.

*“I would like to thank you for the help and support you have given me and my children at a very tough and challenging time. Without your help my children may not have had a home to come back to when they were born”*

- FIONA



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