



Saltbush
SOCIAL ENTERPRISES

ANNUAL REPORT 2022





OUR Cover

Jenny Smith

FRONT COVER



Jenny moved to Darwin from the Kimberley region when she was 16 years old and engaged in her first Future Stars course while attempting to enter the workforce there.

She flexed in and out of our programs and also when she first commenced employment with the Karen Sheldon Group as a Café Assistant at Speakers Corner Café in Parliament House, as she struggled with her own multiple challenges that often held her back.

Jenny has always been grateful that over the years both Future Stars and her employer were continually supportive, and she was always welcomed back and provided with guidance and assistance all the way along her journey towards discovering her true self and her amazing potential.

Over time, and with Saltbush mentors by her side, Jenny overcame her barriers, grew her employability skills, and moved to other roles within the Karen Sheldon Catering division in functions and events while she further developed her hospitality skills. She also developed a genuine love of the opportunities her job held and experienced the feeling of being excited to come to work.

This past year, Jenny has taken on more and more responsibility with supervisory roles in the café and with protocol functions.

Her infectious smile and positivity rubs off on both her co-workers and her customers who she says, 'feel like family'. One of the key attributes that endears her to her many 'regulars' is her ability to know what they want and how they want it, even before they order!

As a testament to her progress, Jenny has now started studying to become a mentor herself. As we go to press, Jenny will be one of the first workplace trainers to become an accredited Aboriginal Mentor as she joins the pilot ASQA-accredited Saltbush Course in Mentoring for Aboriginal and Torres Strait Islander Workforce Mentors.

Saltbush knows Jenny will use her lived experience to make a great and empathic mentor whilst also sharing her many skills - both employability and job specific - that she has developed on the job with her mentees.

Jenny's story will continue to unfold and grow and is a testament to the success of tailored programs that meet participants in their time and space, and never give up on providing consistent and empathetic guidance as they overcome crushing challenges to live their best lives.

Aron Brydon

INSIDE COVER



A proud Wiradjuri man, Aron James Brydon works as the Senior Employment Services Mentor for Saltbush Employment Services Darwin.

Originally from Dubbo NSW, Aron moved to the Top End in 2014. Aron grew up with a creative spark that spanned different artistic mediums from woodwork, drawings and paintings.

Aron tried his hand at digital art, designing a piece that was inspired by his totem Gugaa (goanna), which Saltbush commissioned for the 2022 Annual Report. This piece shows both traditional and contemporary styles of Aboriginal art and was created to reconnect to culture and reflect Aron's background of hunting on Country.

Working in a range of mentoring roles over the past decade, Aron sought opportunities to help Aboriginal and Torres Strait Islanders implement positive change in their lives and watch that change impact others around them. Aron says, "My goal has always been to be in a career where I am able to make a direct impact in my community by helping others and paying homage to my heritage. I look forward to seeing Saltbush grow and expand its services for Indigenous people in the NT."

Aron has been one of the founding collaborators on the Pipeline to Success Aboriginal Workforce Mentor Course and acts as the Cultural Advisor supporting trainers and students as they progress through the program.

Contents

ABOUT SALTBUSSH

Our Vision.....	4
Our Mission	4
Who We Are	5
Our Values	6

BOOTS ON THE GROUND

Our Impact	8
2022 Highlights	10
Where We Work.....	12
Our People.....	14
2022 Stars	16

PROGRAMS AND SERVICES

Youth Supported Bail Accommodation	18
Pathways to Success Program	20
Future Stars Aspirational Program.....	22
Saltbush Wellbeing Program.....	24
Employment Services.....	25
School Nutrition Program	28

INNOVATION

Aboriginal Mentoring Program	31
Saltbush Art Therapy.....	32
Howard Springs Quarantine Facility.....	34

SUPPORT

Our Partners.....	36
Priceless Donations.....	39
Acknowledgments.....	40
Get Involved	40

GOVERNANCE

Our Quality Management Strategy.....	42
Our Board	42
A Message from the CEO	43
A Message from the Board	44
Our Strategic Goals.....	46

OUR FINANCES

CFO's Report.....	48
Auditor's Report.....	49
Directors' Declaration	52
Financial Statements	53
Our Cover.....	56

ABOUT *Saltbush*



OUR VISION

A Northern Territory that provides and supports genuine opportunities for self-determination and prosperity parity for all Aboriginal Territorians.

OUR MISSION

Saltbush Social Enterprises responds to identified critical service gaps by offering practical, innovative solutions to; physical, emotional and social wellbeing needs; personal growth and stability; and the education, employment, training and business development aspirations of Aboriginal Territorians.

WHO WE ARE

Saltbush Social Enterprises (Saltbush) is a charitable organisation with full DGR status founded in 2017 by the three directors of a long-term Territory business success story as their way of paying it forward.

Founders, Sarah Hickey, Amanda Swift and Karen Sheldon AM also passed on their belief that a person with a job is a person with a future, and now Saltbush has grown to provide tailored flexible services in communities across the Territory.

With a 'boots on the ground' philosophy, Saltbush is working to strengthen local endeavours and deliver local solutions to social disparity challenges.

As a non-aligned Aboriginal organisation, Saltbush respectfully focuses on advancement of its own peoples through building individual capacity and capability to self-determine and by improving opportunities through empowerment, education, training and employment.

In all its' service provision Saltbush acknowledges the ancient wisdom, strength and resourcefulness of the many First Nations cultural groups we work with. Saltbush will always strive to build on these qualities alongside world best practice science in health and healing to promote equal opportunities for all Territorians to live their best life.

OUR Values

These are the principles and beliefs that provide a cohesive vision and define who Saltbush really is. They define our organisation to employees, stakeholders, and the people we serve and stand as a reminder to staff of our way of achieving outcomes.



FEARLESSNESS

We're passionate, and we love tough problems and new challenges. When faced with a hurdle, we jump.



QUALITY

We will overcome obstacles, find solutions and deliver exceptional results.



INTEGRITY

We act with integrity and honesty, and focus on putting ourselves in the shoes of others.



TEAMWORK

We show up for each other, act with empathy, and choose honesty, respect, and kindness. Every day.



IMPACT

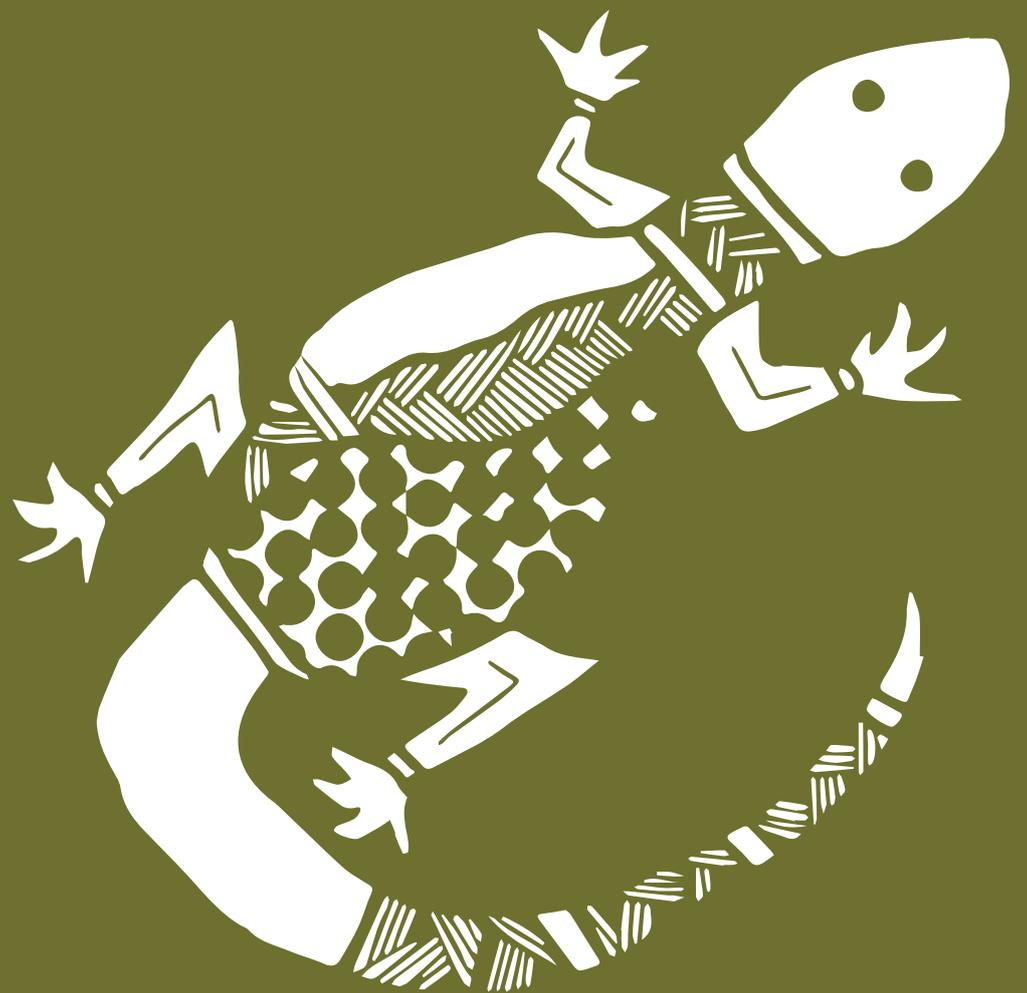
We arrive every day inspired to make an impact through our talents, passion and hard work.



ACTION

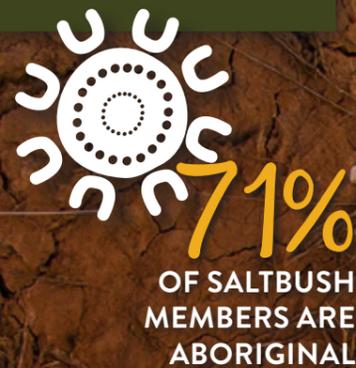
We are boots on the ground and work from the ground up.

Boots ON THE GROUND



OUR Impact 2021 - 2022

CORPORATE SERVICES



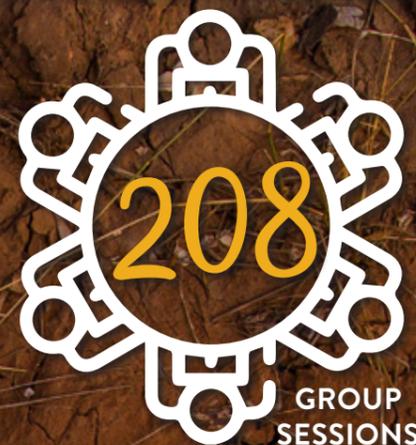
EMPLOYMENT SERVICES



SUPPORTED BAIL ACCOMMODATION



SALTBUSH WELLBEING PROGRAM



SCHOOL NUTRITION PROGRAM



FUTURE STARS ASPIRATIONAL PROGRAM



2022 Highlights



Judge Elizabeth Armitage, Judge Fong Lim and Judge Greg MacDonald tour the Darwin Supported Bail Accommodation residence.

AUGUST



Former Mentor, Brie Gibson, was commissioned to create a piece for the Annual Report. The piece symbolises community connection and the relationship between people and culture; a strong focus for Saltbush.

SEPTEMBER

Saltbush received another significant donation from Jemena for the development of the Pipeline to Success Aboriginal Workforce Mentors Course.

OCTOBER



Saltbush donated hampers to the families of Elliot School for Christmas. The gifts were a great way for us to open a dialog with the community about the benefits of the School Nutrition Program.

DECEMBER



Work started on the new mural for Alice Springs Supported Bail Accommodation through its Art Therapy Program. The design, colour scheme and painting were done by the participants. This design aims to present a sense of calm and peace and match the existing artwork that continues throughout the residence.

FEBRUARY



Alice Springs Therapeutic Program Coordinator, Arthur Cooper completes his second placement at CAAC for his Masters of Social Work. Arthur is now a qualified Social Worker.

JULY



Through GIVIT, Darwin's Supported Bail Accommodation was the recipient of 47 boxes of new Bonds socks of various types and sizes, many of which were donated to St Vincent de Paul in exchange for good quality clothing for the participants at Yirra House.

NOVEMBER

The Tailored Assistance Employment Program (TAEG) commenced with Employment Services placing 50 Aboriginal and Torres Strait Islander jobseekers into work across Darwin, Alice Springs and Tennant Creek.

JANUARY



Anita Curtis is welcomed as Director on the Saltbush Board.

MARCH



Saltbush established a new head office at Nylander St in Parap. The office is the now home for our Corporate Services Team.

APRIL



The Alice Springs Saltbush Future Stars Aspirational Program worked in collaboration with ARRCs throughout May and June, delivering Aged Care Training for Aboriginal and Torres Strait Islander participants.

MAY



ASQA Accreditation is achieved for our Jemena Pipeline to Success Aboriginal Workforce Mentors Course.

MARCH



Saltbush celebrated Harmony Day with a BBQ lunch at Elliott School. With many happy faces, and full bellies, the children and their families engaged in a variety of cultural activities with the Aboriginal Culture and Language Team.

MARCH



Darwin Supported Bail Accommodation finally took home first place in the Annual Couch Surfing competition for National Youth Homelessness Matters Day. The day raises awareness of youth homelessness, with the Top End having the highest rate of youth homelessness in Australia.

APRIL



Our Employment Services teams in Darwin, Alice Springs and Tennant Creek went above and beyond in the last 6 months of TAEG to successfully help over 50 jobseekers commence employment.

JUNE

WHERE WE *Work*



Darwin

- 24/7 Supported Bail Accommodation
- Employment Services
- Saltbush Wellbeing Program



Elliott

- School Nutrition Program
- Future Stars Program



Tennant Creek

- Employment Services
- Saltbush Wellbeing Program
- Future Stars Program
- Pathways to Success Program



Alice Springs

- 24/7 Supported Bail Accommodation
- Employment Services
- Saltbush Wellbeing Program
- Pathways to Success Program
- Future Stars Program



OUR People

Our staff are our greatest asset, bringing skills, diversity and commitment to Saltbush's work. We seek to recruit individuals with the relevant skills, experience and capability to cater for the ever changing needs of our organisation and who represent the community and participants in which we serve.

Saltbush Leadership Team



Nicole Shackcloth
Chief Executive Officer



Rudo Kasteni
Chief Financial Officer



Yvonne Webb
Special Projects Officer



Caitlin Wilkinson
Program Coordinator



Alison Edwards
Service Delivery Manager



Jennifer Howard
Central Australian
Operations Manager



Tracy Kerr
Program Manager
Employment Services



Claire Keen
Program Manager
Pathways to Success Program



Andrew Hall
Residential Manager
Darwin Supported Bail
Accommodation



Ryan Clerke
Residential Manager
Alice Springs Supported Bail
Accommodation



Kylie Starr
Assistant Manager
Darwin Supported Bail
Accommodation



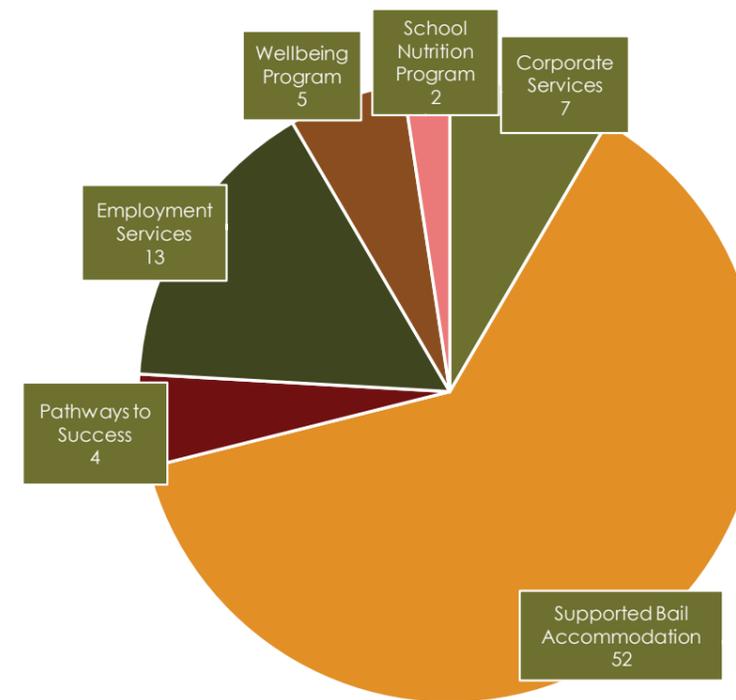
Angeline Prettejohn
Assistant Manager
Alice Springs Supported Bail
Accommodation



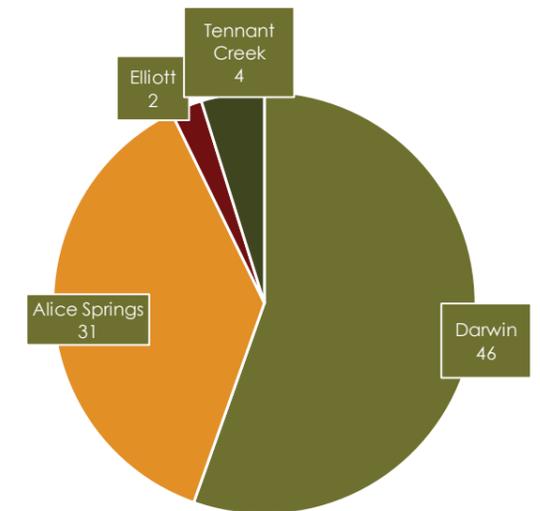
Jun Zhang
Program Manager
School Nutrition Program



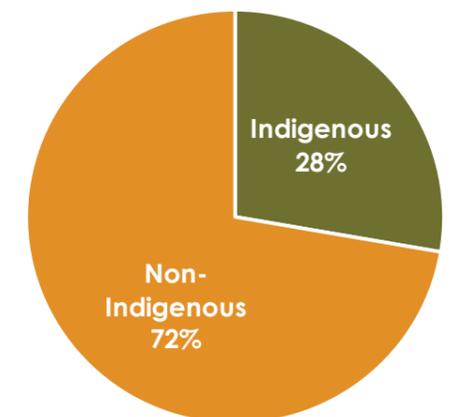
Program Workforce



Employee Location



Indigenous Workforce



2022 Stars

Meet some of our 2022 Employment Services Participants who have worked so hard this past year. We are so honoured to be a part of their journey to sustainable, long-term employment.



TANEIKA



JERICHO



SHARLA



CHRISTOPHER



CAMERON



KELSEE



TROY



CHANEL



ROLAND



SHIKIRA



JOSHUA



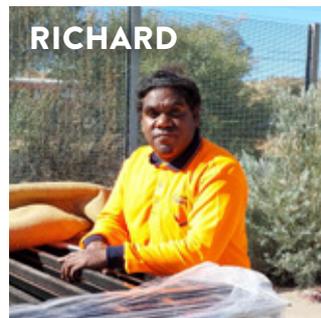
CARISSA



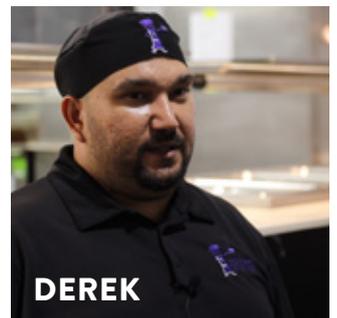
MARYANNE



TOWAHN



RICHARD



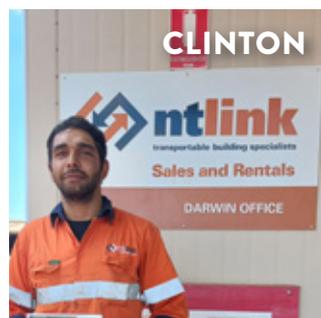
DEREK



CASSANDRA



EARL



CLINTON



MARGARET

Programs AND SERVICES





YOUTH SUPPORTED BAIL ACCOMMODATION

Saltbush Supported Bail Accommodation provides safe, secure and home-like residential services in Darwin and Alice Springs, providing an alternative pathway to juvenile detention for young people aged 10 to 17 years.

Working in collaboration with our community partners, the young residents, and their families, we provided quality case management, trauma informed therapeutic care and facilitated access to education and training, mental and physical health clinicians, youth development programs and skills building programs again this year.

Implementation of our Therapeutic Program added great value to our programs including:

- Reflective Practice monthly sessions for our 24-hour rostered Support Workers, providing a forum for consideration of best practice interactions with the young people; and
- A 12-week rolling training program for our Support Workers including units on trauma informed care, working with challenging behaviours, setting boundaries, neurodiversity and restorative practice.

Our Supported Bail Accommodation clinician conducted comprehensive assessments to ensure the team was able to formulate a plan for working effectively and collaboratively with each young person for maximum benefit.

The Activity Program has been designed in collaboration with the young residents with a weekly program of therapeutic activities such as art and drumming therapy, health and fitness activities including bike riding, boxing, soccer and football as well

as psycho-education activities such as alcohol and other drugs education, nutrition education including assisting in cooking meals.

Of course, the fun activities continue even during down-time, including music workshops, board games, movie nights and rewards outings.

The Activity Program also includes participation in the upkeep of the residence such as keeping bedrooms clean and tidy, cleaning the kitchen after meals and assisting in yard maintenance – which is by far a favourite activity!

To make sure each young person continues to be engaged with their family, community and culture, whilst in Supported Bail Accommodation, our team actively encourages family visits to the residence as well as young people visiting family at home where possible, and in-house and external access to community cultural activities.

In proud partnership with the Bunnings Community team, the young people and Support Worker team developed a vegetable and bush tucker garden that has been flourishing, providing a healthy contribution to our meal preparation as well as building fantastic life skills.

The bush tucker plants have provided a cultural connection and sharing of cultural knowledge along with the health benefits of traditional foods. We thank the Bunnings Community team for their time with our young participants and their monthly donations of garden supplies and plants.

Fresh New Beginnings

Ezra* is a local 15-year-old living in Alice Springs at Saltbush Supported Bail Accommodation. During the past few months, Saltbush Support Workers from Pathways to Success have seen a significant increase in engagement with Ezra and he has shown his determination and dedication to participate in education in an attempt to make positive changes in his life.

Ezra is currently enrolled at Alice Outcomes, an alternative study pathway for students and part of Centralian Senior College. Ezra has been thriving with 100% attendance and completion of his workbooks! He continues to amaze staff with his commitment to creating a new path and keeps busy with art projects and learning to play guitar and piano while fulfilling his education goals with a focus on transitioning back into mainstream schooling.

Ezra attends a weekly men's shed with other Alice Outcomes young men participants where they spend time with the fellas who provide positive role modelling. He also attends weekly PE lessons at Centralian Senior College which include a range of sports activities including his favourite, basketball and matches are played regularly.

The Saltbush Mentors have watched Ezra handle a number of challenging scenarios with maturity, displaying his ability to self-manage his emotions and walk away from negative situations. By choosing different behaviour, he has demonstrated significant changes in attitude and action, that have resulted in more positive outcomes.

The Saltbush Pathways to Success mentors are immensely proud of Ezra's participation in the program and look forward to celebrating Ezra's future successes.

**Names have been changed to protect the privacy of the individuals in this story.*

Driving Change Through Turntables



Music has been filling the halls of Saltbush's Darwin Supported Bail Accommodation with our young residents participating in DJ workshops at the facility.

Charles Mabouti, better known as the world-famous "DJ Charly Templar", is the Activities Coordinator and Mentor for Darwin's Supported Bail Accommodation. From Asia to South America, Vegas and the Middle East, Charles has dedicated his career to rising through the ranks as a professional DJ and more recently, teaching and inspiring those in remote communities.

Charles keeps the residents motivated and inspired by incorporating the technical training of the DJ equipment, with learning about different music styles and rhythms.

The Residential Manager, Andrew Hall says that the opportunity for the young residents to be involved in creating their own music has brought a big change, including improved behaviour, a chance for self-expression and creativity, and positive social aspects. The activity also gives participants the ability to explore a future career path that most of them do not have access to or have even considered.



PATHWAYS TO SUCCESS PROGRAM

This year Saltbush continued to have a strong focus on re-engaging young people with education. This included education-focused programs within the community that resulted in:

- 5 young people achieving their learner's permit
- 3 young people attaining AFL umpiring certificates
- 3 young people gaining their White Card

During mentoring sessions it has been identified that the many young people welcome the opportunity to learn new skills. As part of the Pathways to Success Program the youth have had the opportunity to engage in activities to support them to develop social skills, gain confidence in their ability to approach situations and complete tasks more successfully.

Activities included:

- Hairdressing
- Tie Dying
- Cooking
- Health and wellbeing
- Positive risk-taking

Exposing the young participants to positive risk-taking activities provided the opportunity to learn new things and explore unfamiliar territory. The risk is positive because, while it may evoke a feeling of uncertainty or fear, they can develop a new skill with the possibility of a positive outcome. Young people could identify they were well supported and encouraged to take chances to further explore an unexpected and new environment.

Pathways to Success participants continued their 'giving back to community' activities throughout the year. The Saltbush team was happy to support these young participants as they cleaned up local footy change rooms by painting over the graffiti, painting fresh lines on the footy oval, supported community organisations with community events, and cleaned up local offices.

Tennant Creek DriveSafe NT Program



Saltbush Mentors have been supporting the young participants in the Pathways to Success Program in pursuing their online learner's test. After many months of online practice materials and tactile learning, the participants were given the opportunity to take part in the Remote DriveSafe NT Course in Tennant Creek. This resulted in four young people in the program gaining their learner's licence.

DriveSafe NT, the Northern Territory Government Driver Education and Licensing Program was delivered in Tennant Creek which saw over 40 people gain their L's and P's licence. With this extra qualification, Tennant Creek community members now can overcome a shared barrier for seeking and retaining employment, gain independence and has been a great confidence boost. After the DriveSafe NT course the atmosphere was positive with smiles all around!

The visit was facilitated by Saltbush and so kindly supported by Julalikari and Literacy for Life by collecting and spreading the word through organisations and the community.



Bush Trips and Culture

In collaboration with Catholic Care, Saltbush Pathways to Success participants from Tennant Creek took part in a Bush Trip with Mr Jerry Kelly from Kargaru Nursery.

The young participants were accompanied by the Saltbush Mentors and YORET to hear Jerry speak about bush medicines and were shown the types of plants that are used to heal ailments. They also got to learn about different types of bush foods that have been commonly used across a range of Aboriginal cultures.

Following the bush trip, Program Manager, Claire took the opportunity to incorporate bush foods into the young people's educational lessons within the Saltbush's Pathways to Success Program.



FUTURE STARS ASPIRATIONAL PROGRAM

The Future Stars Aspirational Program was delivered throughout the year with each course structured around three key aspects:

1. Engagement and Self Development
2. Realisation and Personal Skills
3. Actualisation and Life Essentials

Distinctly different from the Future Stars Pre-employment Course, this program is a precursor to our employment courses and focuses on building the individual.

Ongoing mentoring and support is also offered to ensure participants overcome the barriers that prevent them from reaching their goals.

Saltbush worked with local providers, community organisations, and local businesses to deliver an inspirational set of courses with services, speakers and employers that included:

- Congress (CAAC)
- Alice Springs Hospital
- Deadly Choices
- Food Bank
- ARRCs
- Alternative to Custody (DASA)
- Gt Physical Gym
- NAAJA
- Balanced Choice Program
- NT Chamber of Commerce
- NT Government Departments
- Tangentyere Council

The Future Stars Aspirational Program included skills development that concentrated on addressing the challenges that hold us back and included sessions on cultural empowerment, mental wellbeing, physical health, money management and computer IT skills.

Referrals to the program came from a variety of sources, including:

- WISE Employment
- MAX Employment
- Employment Plus Salvation Army
- Transition to Work (TTW)
- Bamara ParentNext
- Mission Australia
- ASYASS
- DASA
- NAAJA
- Saltbush Employment Services (VTEC)
- NT Corrections Services
- Congress Programs
- Tangentyere Council
- Bush Mob

The course was delivered over 4 weeks and targeted vulnerable participants including those who had disengaged from education and employment, and whose complex needs put them at risk of being further marginalised.

Altogether 19 courses were delivered during the year in Alice Springs, Elliott and Tennant Creek.



Youth Recycled Art Exhibition

The young creative minds of Alice Springs got the chance to showcase their talent with the popular Youth Recycled Art Prize in conjunction with the Alice Springs Town Council. The artwork was created by turning reclaimed and recycled materials into pieces of art. The project's goal was to consider different ways to care for the environment.

Held at the Parsons Street entrance, Alice Plaza, the exhibition was displayed from the 8th to the 16th of April. With a range of categories to win, the Saltbush Future Stars participants were invited to submit an Art Project as a group.

Drawing from their own backgrounds, the Future Star participants created a 'Saltbush Woman' using old materials from around the Saltbush office. The 'Saltbush Woman' won the Art Prize for 20-25 years Category. Rayleen attended the ceremony to collect a Prize of \$400! The money was a fantastic contribution to improving the delivery of the Future Stars Aspirational Program.

Meet Roland Ferber...

Roland Ferber is a young Central Arrernte man from Alice Springs. Coming from a background of unemployment and struggling to find work, Roland signed up for the Future Stars program hoping to find opportunities.

With no formal identification, qualifications or licenses, the Future Stars team got straight to work with the help of Roland in gaining his Birth Certificate, Driver's License, White Card and resume. Roland then gained some motivation and confidence in achieving work opportunities.

After completing the four-week Future Stars Aspirational Program, Roland gained full-time casual work with Hardy Fencing thanks to the help of his Saltbush Mentor, Kirsty Kopp. Roland tells us how happy he is to be working and earning his own money, with future goals of owning his own property and getting the chance to repair his car.

The Saltbush Mentors have received fantastic feedback from Roland's employers hearing how impressed they have been with Roland's work, Mentor Kirsty Kopp has seen how talented Roland is and is so proud of the barriers he has overcome.

Roland is now working towards more training in welding, construction, and operating a forklift. The Future Stars teams have been so proud of the strides they have seen in Roland and can't wait to see what he will accomplish in the future!



SALTBUSH WELLBEING PROGRAM

Saltbush Social Enterprises Wellbeing Program extends along the Stuart Highway, delivering free, tailored counselling and psycho-education sessions to local communities based on consultation of local need.

In Darwin, our counsellors have developed partnerships with Darrandirra Child and Family Centre, YiSSA House and Palmerston Child and Family Centre, taking referrals from both organisations and self-nominated by members of the public, for low intensity mental health services.

These partnerships have enabled our counsellors to target people of all ages, cultures and backgrounds who are less likely to access counselling services due to affordability, location or the perception of counselling.

In Tennant Creek and Alice Springs local community indicated a need for a range of psycho-social education sessions that were delivered on demand as required in collaboration with partners Tangentyere and local Job Actives which in turn lead to individual self-referral of participants.

In Tennant Creek Saltbush provided both psycho-social education and individual

counselling sessions in collaboration with BRADAAG, Rise Ngurratjuta and Barkly Work Camp.

Content of the counselling sessions varied dependent on presentation of the person and included topics such as harm minimisation, self-control, psychosis, historical trauma, workplace bullying, parenting stress, relationship issues, family conflict, anger management, grief and loss.

Community engagement was key to ensuring services reached the communities with our counsellors attending network meetings and local community events.

Provision of counselling services for community members aged 1 to 100 can present some challenges and we are continually grateful to our team for their diversity of qualifications, interest areas and professional experience.

During the year the team delivered everything from play therapy for children who have had a traumatic experience to working within an aged care setting providing grief and loss counselling. What a team!

EMPLOYMENT SERVICES

Highlights for the Year

- After 8 years of delivery, the VTEC program came to an end nationally in December 2021.
- Collaborating with Karen Sheldon Group to see over 40 jobseekers commence employment at the Howard Springs Quarantine Village.
- Future Stars Aspirational Program transitioned to be delivered by Saltbush in November 2021.
- Saltbush Employment Services teams participated in the first Alice Springs Job Fair in November 2021, which led to some great partnerships being developed with McArthur River Mining Company, Voyagers Ayres Rock Resort and the Local Jobs Program team.
- Working closely with Julalikari in Tennant Creek to place 13 jobseekers out of our 50 TAEG allocation.
- Saltbush continued to be an active member of the Local Jobs Program network meetings in Alice Springs and Darwin for employment services department.
- The breakfast launch of our Nationally Accredited Pipeline to Success Aboriginal Workforce Mentor Course.
- Saying farewell to Job Actives as we welcome the new National Employment Services model – Workforce Australia.
- The introduction of our new Job Specific Pre-employment Training Program upskilling potential candidates with industry skills and induction assistance.

Challenges for the Year

- Replacing skilled staff
- Funding uncertainty
- Navigating COVID-19 restrictions and community measures to keep everyone safe and healthy

Hopes for our Future Direction

- Plans to move to more centrally located premises in Darwin, Alice Springs and Tennant Creek and focus on developing our skills and employment centres.
- The development of a fee for service model to offer Indigenous employment services that sit outside Nationally funded programs.

Meet Carissa Mullins...



Carissa Mullins was a stay-at-home mum for much of her adult life. Originally from Tiwi Island, Carissa has spent most of her life in Darwin. Determined to set a good example for her kids, with all her children entering high school last year, Carissa wanted to enter the workforce.

With little work experience, Carissa reached out to the Managing Director of the Karen Sheldon Group, Karen Sheldon, who brought her on to work at the Howard Springs Quarantine Centre as a Kitchen Assistant. Carissa was supported by her Mentor Skyllie at Saltbush Employment Services Darwin to work through the challenges she faced.

Looking to update her resume, Carissa completed Food Safe qualification with Karen Sheldon Training, a critical skill to have when working with food and drink. Gaining confidence and experience, Carissa took it upon herself to apply for new roles when the workload at Howard Springs began to wind down.

In March 2022, Carissa landed herself a new job at Ventia as a Food Beverage Attendant!

Carissa's Saltbush Mentor Skyllie had this to say: "When I first met Carissa, I could tell she was a very determined individual. Through the 26 weeks of working with Carissa, I am proud of the person she has become and the strength she has demonstrated from the everyday challenges that she overcame. Good work Carissa, I wish you all the best for the future!"

These days Carissa tells us how much she has enjoyed all the work she has accomplished over the past 6 months. Acting as a positive example for her children and showing them what hard work can do, Carissa looks forward to one day owning her own restaurant!

From everyone at Saltbush, we all wish you the best of luck on your journey! We can't wait to see you reach your goal in owning your own establishment!



Some of our Valued Employers



SCHOOL NUTRITION PROGRAM

The School Nutrition Program (SNP) in Elliott is now in its fourth year and still focused on getting children to come to school by providing them with healthy, nutritious meals that help them get the most out of their school day.

In December, our SNP Coordinator Jun, who has worked in this role since the beginning, went around to visit the local families for some community engagement.

She took with her some small gifts from Saltbush to give to the families for Christmas. The gifts were a great way for Jun to open a dialogue about the School Nutrition Program and the benefits for their children at Elliott School.

This was a successful endeavour and Jun was able to gain a better insight on the parents' view of the program and gather suggestions for the new year. Discussions were also held with parents around volunteering and the importance of parental contributions.

In late May, a celebration was organised by the School, with support from Saltbush and Papulu Apparr-Kari Aboriginal Corporation to

acknowledge that there were 64 students at school on the 25th of May, the first time in five years that the school had over 60 students attend. On this day of the celebration, more than 40 family members attended. The Saltbush SNP team arranged a special BBQ, with the food, eating utensils and lolly bags supplied by the Language Centre.

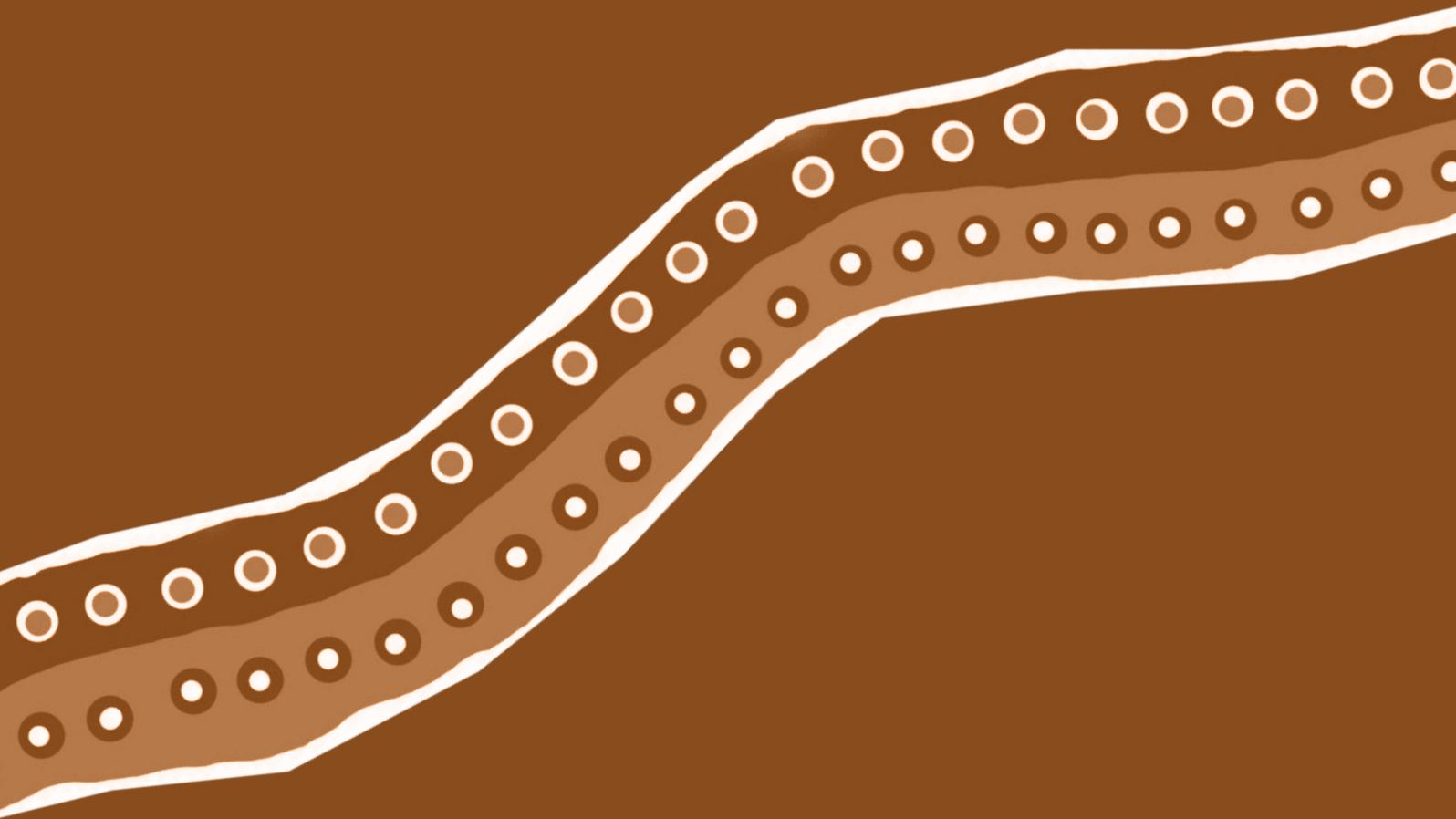
A huge highlight this financial year was the overall improvement in attendance. In Term 1 the attendance was sitting at 45% due to the impact of COVID, however by the end of Term 2 the attendance had improved to 77%.

Both our Base Coordinator, Jun, and our Indigenous Program Assistant, Jennifer, have now been with us for over 2 years. Our staff are passionate about providing healthy food choices to young people to support better school attendance and to help with learning and engagement in education.

The parents of 35 children made monetary contributions to the program over the financial year, and although meals are provided to all students, it is encouraging to see so many parents contributing to this vital service.



Innovation





Aboriginal Mentoring Program GETS FORMAL TICK OF APPROVAL

During the year our mentoring program was developed and piloted in the Northern Territory and received national accreditation in recognition of its unique approach to supporting Aboriginal and Torres Strait Islander people into meaningful sustainable employment.

The accreditation means participants who complete the Pipeline to Success Program will have their skills formally - and nationally - recognised, with graduates of the six month program set to receive a Certificate for a Course in Mentoring for Aboriginal and Torres Strait Islander Workforce Mentors.

A first-of-its-kind program, the Pipeline to Success equips Aboriginal leaders with mentoring and other specialised skills (such as skills in self-management, reflective practice, and emotional intelligence) to support other Aboriginal and Torres Strait Islander people into meaningful employment.

The program is a collaboration between Saltbush Social Enterprises, Karen Sheldon Training, and leading energy infrastructure company Jemena.

Chairperson of Saltbush Social Enterprises, Karen Sheldon, said the certification recognises the critical role mentors play in empowering Aboriginal and Torres Strait Islander People into sustainable employment.

"This program gives both mentor and mentee the confidence and communication skills needed to navigate the workplace, and focuses not only on helping people find the right job, but on job retention," said Ms Sheldon.

The course reflects over a decade of practical on-the-ground learnings and insights obtained by Saltbush and Karen Sheldon Training through the Future Stars Indigenous Aspirational Program and on-the-job training of Aboriginal and Torres Strait Islander mentors, along with broad industry and community consultation.

The program also builds on Jemena's Project Ready Training Program, which trained Aboriginal and Torres Strait Islander people to work on Jemena's \$800 million Northern Gas Pipeline (NGP) project.

Jemena's Managing Director, Frank Tudor, said: "The talent of the Northern Territory community was on full display throughout the development of the Northern Gas Pipeline project where we saw local people contribute to all elements of the pipeline's development and construction."

"The Pipeline to Success program is a natural evolution of our work in the community throughout the NGP project, and we are thrilled to see the program receive formal accreditation."

A pilot program will be made available to employers throughout the Northern Territory in late October 2022. Mentors can expect to grow their skills in effective mentor relationships, stakeholder collaboration and empowering growth in their mentees.

SALTBUSH Art Therapy

The Saltbush Art Therapy Program is a vital addition to our suite of trauma-informed responses designed to assist through narrative therapy and help participants construct more useful stories about themselves, helping them to make sense of their experiences, thoughts, and feelings.

This program and the wonderful outcomes we see every day is only possible because of the generous support from Mironne and Hannah at the Herrman Golan Children's Foundation.

Art Therapy Uncovers Vincent van Gogh Prodigies

Darwin Saltbush Supported Bail Accommodation had their young people participate in a self-portrait activity while working with our Saltbush Counsellor, Zelda Piggott. One of our young people first expressed an interest in painting and Zelda saw opportunity to use art therapy and having our young people paint self-portraits, that offers insight into the artists lives, surroundings, and even their state of mind.

After the paintings were left to dry, each young person was asked about what their strengths were, how this strength has helped them, things that they are good at, challenges they have overcome, things that make them unique and what are things they value the most. Lastly, they spoke about the strengths they saw in people they respected and looked up to.

Our Saltbush Counsellor found that the activity has proven to be a good ice breaker and discussion point between the young people and the other Saltbush Support Workers. The self-portraits also aided in identifying different painting styles between each other's artwork, and different aspects of cultural significance such as their totems and dreaming stories. A couple of the young people were looking to expand on what they had painted by using different colour blends and shading.

Our young people have been so proud of their self-portrait art and we can see why! They have since been showing them off to everybody that has visited the centre, including meetings with their lawyers!



Clay Art

The young people at Saltbush Supported Bail Accommodation Darwin have been getting involved in Art Therapy with a focus on clay art. Creating with clay is a body-focused, trauma-informed art therapy approach, which supports the awareness of body memories. Using clay for sensory stimulation, as well as creativity, fine motor skills, vision, and imagination, allows unprocessed feelings to shape the clay.

In this exercise, the young people collected leaves around the Saltbush facility and imprinted them in the clay. This process connects our young people with the creation surrounding earth and its cultural roots.

The participants are usually reluctant to participate, however this project was a very rewarding exercise for them and was a great boost to their confidence.

Using very fine motor skills and a lot of patience, this has been a great effort by the participants to sit focused for an hour totally engaged in what they are doing, yet still working together expressing their own unique expressions.

Creative Spark Inspires Positive Change

Eugene* is a young person who entered Saltbush Supported Bail Accommodation in Alice Springs back in November 2021. When Eugene first entered, he had a hard time adjusting to a new area and routine, while also dealing with the pandemic lockdowns.

Mel and Dylan from Balanced Choice visited the young people at the Saltbush Supported Bail Accommodation residence and introduced design activities into the program and participants got to create their own designs and transfer them onto T-shirts.

Eugene gave it a go and created his own shirt, having such pride in work he wears it everywhere!

The Saltbush Support Workers then noticed how Eugene showed a strong interest in the creative arts, especially in our music program, having composed his own music, learning to play new instruments and write his own lyrics.

Eugene has since been engaging extremely well in all our current programs. The Saltbush Support Workers have noticed how positive Eugene has become since working with the Balanced Choice Program and discovering his love for the creative arts!

**Names have been changed to protect the privacy of the individuals in this story.*

HOWARD SPRINGS *Quarantine* FACILITY

In January 2021 Karen Sheldon Group (KSG) worked with NTG to mobilise the Centre for National Resilience CKD (Central Kitchen District – the name for the Catering Complex at the Quarantine CNR at Howard Springs) formerly the catering facility for the Inpex village that had been mothballed for around two years.

The Karen Sheldon Catering team then transferred and consolidated the CNR Catering Contract operations from their two remote commercial kitchens (Level Four Parliament House in Darwin and Level Three TIO Stadium in Marrara) to site. This enabled a much more streamlined and efficient operation which was just in time for the increased capacity requirements placed on the facility.

Subsequently, this incredible team delivered full daily nutrition requirements for up to 3,000 guests per day (up to 12,000 individually freshly

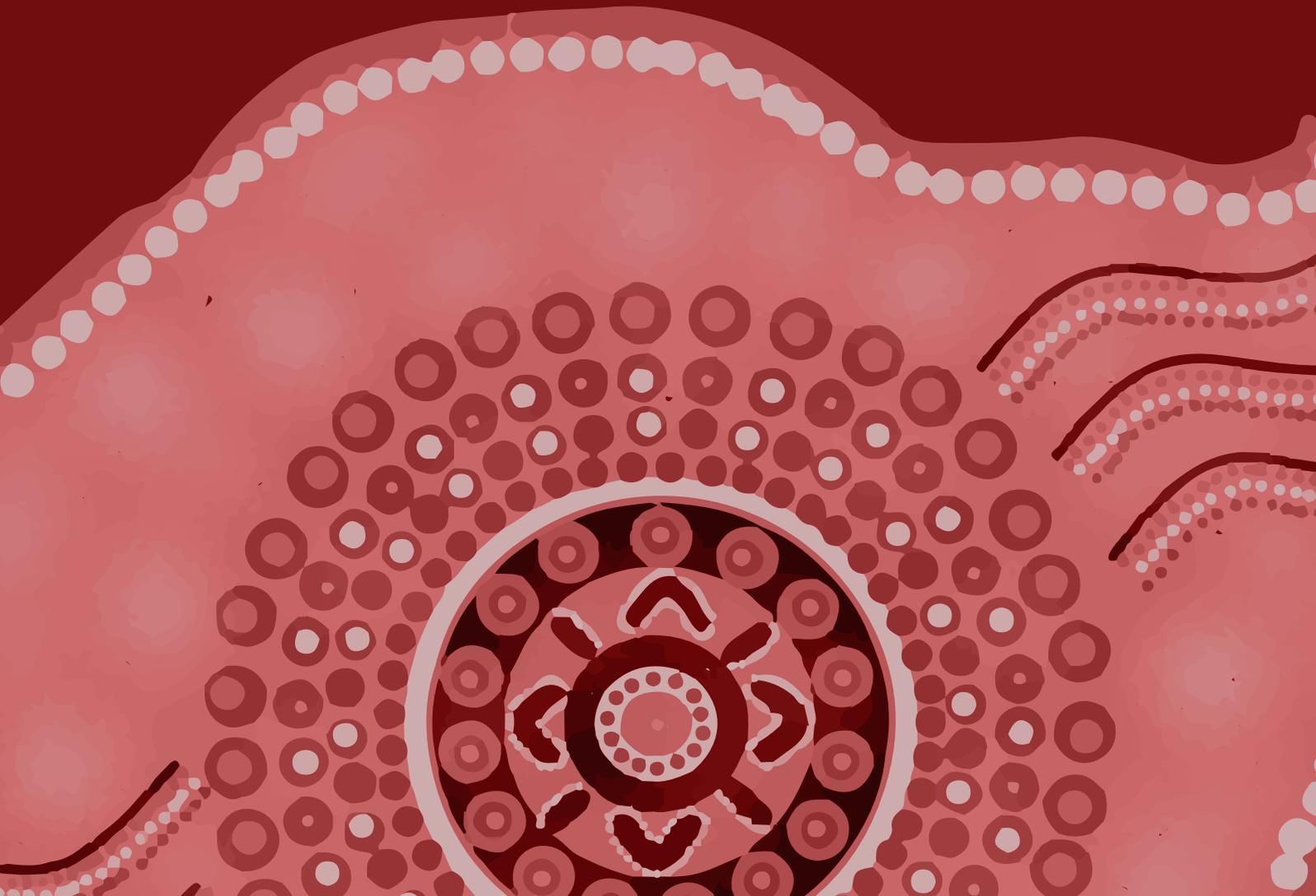
prepared, packed, dated and labelled food items each day) for a very diverse range of clients; working in synergy with NTG to be part of the team that earned the International reputation for delivering the “Gold Standard” in Quarantine services.

Overlaid with that work, Karen Sheldon Group, in conjunction with Saltbush Social Enterprises, developed the Howard Springs Future Stars Indigenous Employment Incubator on site which provided structured employment capacity building for marginalised Aboriginal and Torres Strait Islander jobseekers.

By the end of operations in June 2022, the project had provided paid employment, intensive mentoring, and ongoing training for 43 Indigenous employees, one of whom was a finalist for the 2021 NT Training Awards.



Support



OUR Partners

COMMUNITY



GOVERNMENT



CORPORATE



EDUCATION



PRICELESS *Donations*

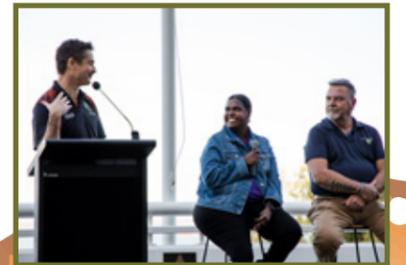
Jemena

Jemena continues to be the largest and most long-term donor to Saltbush, now in their fourth year of supporting the Pipeline to Success Program and the launching of the Aboriginal Workforce Mentoring Course.

This course has been almost four years in development and encapsulates the learnings of generations.

The Saltbush team expressed our grateful thanks in person to Jemena CEO, Frank Tudor who came to Darwin for the launch of the Aboriginal Workforce Mentoring Course, now an accredited national program.

The importance of the program to the community was affirmed by the incredibly well supported attendance at the early morning celebration launch of the program by the Minister for Aboriginal Affairs and Essential Services the Hon Selena Uibo MP.



GIVIT Back to the Community

Circular giving and paying it forward is encouraged at Saltbush and this year our Alice Springs Supported Bail Accommodation benefitted from donations of clothing items, Coles vouchers and even an acoustic guitar.

These were kindly donated through GIVIT corporate sponsors, a NFP organisation that matches generosity with genuine need and is a regular Saltbush supporter.

The young people in our centre made good use of the donations, especially to purchase essential items to take home with them when they leave. They also pay it forward by making numerous trips to local town camps and community centres donating items to others in need and sharing the love.

GIVIT

goods for good causes



ACKNOWLEDGMENTS

Karen Sheldon Group

We would like to formally recognise the outstanding contributions Karen Sheldon Group has made over the years to the establishment, growth, and sustainability of Saltbush Social Enterprises.

2022 marked a year where Saltbush significantly benefited from the generous contributions made by the Group as both organisations continued to form a greater connection between training – both aspirational and technical – and long-term employment while providing strong social support.

Karen Sheldon Group has always demonstrated their commitment to working with Saltbush in developing responses that are tuned to the unique and challenging backgrounds of the Aboriginal and Torres Strait Islander people who find themselves benefiting from our programs.

This kind of passion, compassion and dedication has truly made the difference for us as we continue to focus on assisting with opportunities for learning, skills development and employment.

Corporate and Community Partners

We would like to thank those organisations who continue to help us provide the value-add services to community members of the Northern Territory, through their continued support and funding.

Donors

Saltbush was a grateful donation recipient from McArthur River Mining through its annual Community Sponsorships and Donations program. This program is focussed on initiatives that contribute to positive outcomes for the Territory and we are thrilled that our commitment to our causes aligns so well with MRM's overarching purpose and values.

We would also like to thank the many individuals and businesses who support us throughout the year with their donations.

Traditional Owners

Saltbush acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our organisation is located and where we conduct our business.

We pay our respects to ancestors and Elders, past and present. Saltbush is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Thank you!

GET *Involved*

There are many ways to get involved in helping Saltbush fulfil our vision.

Your contribution will go towards building programs and activities that provide employment and education opportunities along with wellness services for marginalised Territorians.



DONATE

saltbushnt.org.au



BEQUEST

Leave a gift in your will



FUNDRAISE

Support an event or fundraising activity



PARTNER

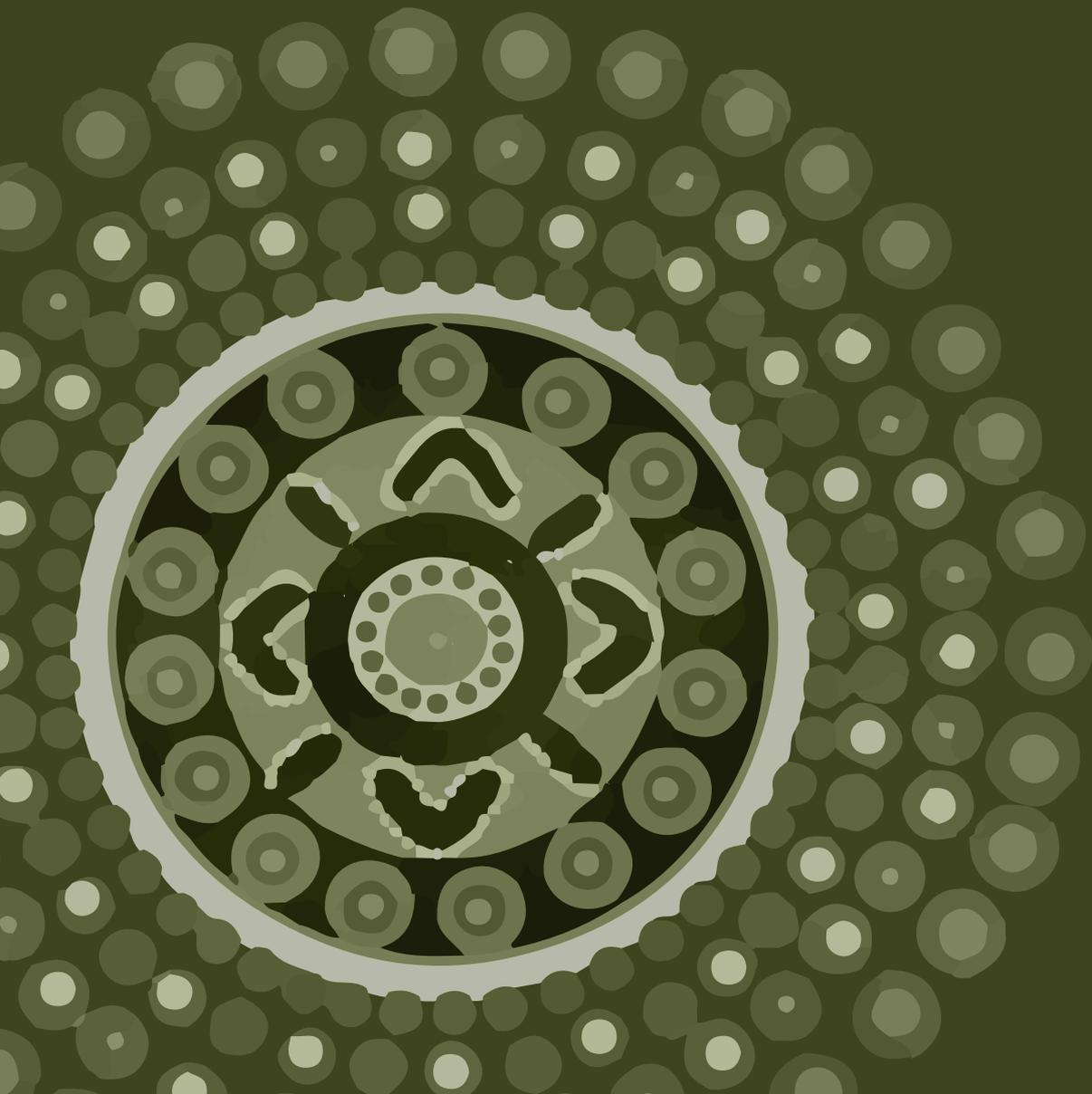
Become a corporate partner or a member



SHARE

Share your story to inspire others

Governance



OUR *Quality* MANAGEMENT STRATEGY

For Saltbush Social Enterprises, having a robust quality management system is vital to ensure consistency in our processes, as well as in our services. Making sure we deliver quality outcomes is key and our main concern is achieving the consistent, high level services our clients and stakeholders expect of us...every day.

Saltbush applies the basic principles of both gradual improvement and breakthrough improvement across the organisation, and ensures that these principles are carried out at all levels – from corporate services to front line services.

There are so many benefits we see through continual improvement, including a performance advantage that comes from improved organisational competences, the alignment of improvement strategies at all

levels with strategic goals, and the flexibility to react swiftly to opportunities that arise.

This year, the Supported Bail Accommodation division successfully achieved re-accreditation for its Quality Management System through ISO 9001:2015 and our work continues to expand our scope to extend the quality management system compliance across the entire organisation.

As a vital part of quality management, continual improvement is already a primary goal of Saltbush, as an evolving and shifting objective that strives to ensure excellence at all times.

We are excited at the prospect of being recognised for our existing strategies and tools of continuous improvement from incident management to process re-engineering, and innovation.

OUR *Board*



Karen Sheldon
Non-Executive Chairperson



Amanda Swift
Director



Nicole Shackcloth
Director / CEO



Rayleen Brown
Director



Renee Long
Director



Anita Curtis
Director

A MESSAGE FROM THE *CEO*



As I reflect on the year, I am immensely proud of the work we have achieved and the passion and dedication our team has devoted to making change up and down the Stuart Highway.

Although the effects of COVID-19 can still be felt, we are settling into our new normal and looking to what the future can bring and the opportunities we can encounter that align with our purpose. They say that as one door closes, another opens and we have certainly taken a long, deep look at the strengths we have uncovered during these testing times, as we rebuild, improve, or establish the programs and services that will deliver the most impact for the communities in which we work.

One of the most significant highlights has been the continued collaboration with the Karen Sheldon Group, which has brought us so many opportunities to further our cause. Watching 43 Aboriginal and Torres Strait Islander people engage in the most meaningful work - providing meals to the thousands of people in quarantine - will stay with me as one of the most noteworthy contributions to the pandemic relief effort.

These people, many of them jobseekers who faced a multitude of challenges to sustained employment, showed true grit as they turned up every day to do their bit at the Howard Springs Centre for National Resilience. Little did they know that they were an essential cog in the wheel that would be given the National "Gold Standard" stamp of approval.

This was also the year that I witnessed countless amazing outcomes that came from the implementation of our Saltbush Therapeutic Care Framework. It certainly has kept the "Good News Stories" team busy sharing so many positive change anecdotes with our wide network of stakeholders.

Our most demanding program offers supported accommodation to young people on bail and other court orders. I have always felt that no matter what else we do to bring about positive change as an organisation, this is the barometer program that really measures our effectiveness.

We are offered a small window of opportunity to help a young person see a different future for themselves and take on what is often the biggest challenge of their lives, to realise a better dream.

I feel privileged to be able to share in this annual report many of the moments where our young participants trusted us enough to experience something new, and hopefully what they saw, did, and felt will have a lasting impact on how they make decisions about themselves and who they want to be in the future.

This year, the investments we made in the further development and firming of our foundational practices, coupled with other factors outside of our control, have definitely impacted our financial performance, however we are moving closer to achieving our goal of growing Saltbush as a sustainable and independent not-for-profit organisation.

As always, I give thanks to the participants we support and their families who trust us to support them on their journey. It also goes without saying that none of our achievements could have been possible without our partner organisations, businesses, government agencies, sponsors, and donors.

Finally, I would like to acknowledge the amazing Saltbush team who show up every day, believing in the ideals, goals, values, and aspirations of this great organisation and giving 100% of themselves so that someone else can have something better.

I am excited to be part of Saltbush's continued growth, innovation, and the positive impact we can provide to our community. Here's to a great 2023!

Nicole Shackcloth
Chief Executive Officer



A MESSAGE FROM THE *Board*

Saltbush continues to strengthen its programs as the focus of the organisation on its vision and mission continues. Now more than ever, we know that 'a person with a job is a person with a future' and we must increase our efforts towards ensuring every Territorian has the opportunity and the pathways to live their best life and to aspire to a future of their own making.

Saltbush works at the 'red dirt' level to achieve this – well, let's face it, 'grass roots' hardly applies across a large part of our Territory footprint! Our programs are all tailored to work with and for those who need them most and are constantly changing to be ever more responsive and effective.

As we move out of the COVID pandemic period we are part of the business world that must pivot our resources to best accept the new challenges and opportunities we face to grow our core services and to find ever increasingly innovative ways to be part of the social change we all so desperately want to see in the Northern Territory.

This year, Saltbush was particularly proud of our opportunistic partnership with Karen Sheldon Group to provide multiple engagement, employment, and training opportunities for Indigenous catering staff at the Howard Springs Centre for National Resilience until the Centre closed and the contract finished just recently.

We were proud to assist Karen Sheldon Catering to achieve a fifty percent Indigenous kitchen workforce over time in the green zone of the central kitchen district of the facility where not only world class catering was produced, but a world of opportunity was presented to Aboriginal jobseekers.

Through Saltbush Employment Services intensive support and mentoring programs, many Indigenous apprenticeships and long-term employment and career opportunities in a variety of industry sectors have evolved that continue post the contract.

From the success of this project, I am reminded that taking unlikely opportunities can lead to rewarding business outcomes and that businesses working together with all stakeholders can create synergies that benefit the Territory overall.

The Saltbush Jemena partnership that evolved in Tennant Creek more than six years ago is an excellent example of such a partnership with the development over three years of the Aboriginal Workforce Mentoring Course, a tailored strategically developed training program to provide on-the-job Aboriginal mentors with tried and true skills to assist in the retention and career development of their fellow workers or mentees.

This program has now received National accreditation and as we go to press, a pilot course is being launched with monitoring and evaluation protocols in place to ensure continual improvement when Saltbush shares this valuable tool with multiple stakeholders into the future.

For social change to take place in any community we know there must be a willing partnership between community, business and government and a clear line of sight to solutions – for as long as it takes.

The solution for the Territory is to ensure that every one of our citizens has equal opportunities by birth and by upbringing to create a life of their own choosing.

We hear about this at every forum - but is each of us doing enough to make it happen? It is up to us all to grow our partnerships with our community and with government, to support the work being done and to create our own synergies towards an equal society in a grass roots practical way.

Since choosing to make the Territory my home more than 5 decades past, I have seen many changes that have formed my own mindset that people who are privileged have an obligation to give back.

I sometimes think your stance on this issue depends on whether you feel 'entitled' to be in this place at this time in the universe,



and therefore have expectations of how things will operate, or whether you feel 'privileged' to be in the here and now – by world standards - and therefore wanting to contribute to assisting those around you towards the same privileges.

I want to pay tribute to our Saltbush increasingly Indigenous teams who embody and deliver on our vision and mission in their working lives and beyond. This includes our wonderful Board of Directors, and our leadership and operational teams across the Territory. You are the ones making things happen- and you demonstrate the way forward daily to all our stakeholders and supporters.

Saltbush will continue to grow to play and ever-increasing role to 'be the change' that we all want to see and to continue to empower and inspire both our internal teams and each participant who touches our programs.

Karen Sheldon AM
Non-Executive Chairperson



OUR *Strategic* GOALS

Saltbush has an exciting future as it continues to work with fellow Territorians in leading social change. Our Strategic Goals and Initiatives aim to give a clear direction to our ongoing growth and success.



ADVANCEMENT OF ABORIGINAL PEOPLE

- Increase Indigenous employment within the organisation
- Strengthen and unify program components to provide clearer participant pathways
- Increase Indigenous Employment by delivering through our programs



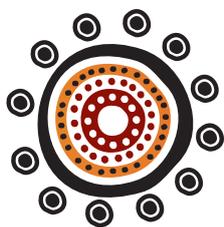
PROGRAM ADVANCEMENT

- Distinguish Saltbush as a leader in all services we deliver
- Diversify our programs to include other social services
- Identify gaps in market and future services



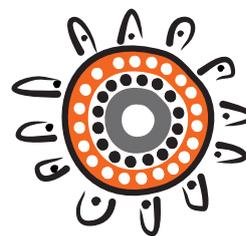
OUR PEOPLE

- Foster a respectful, empowering and culturally-appropriate environment
- Provide opportunities for personal and professional development and harness the collective expertise of team members
- Improve multi-dimensional communications



GOVERNANCE AND TRANSPARENCY

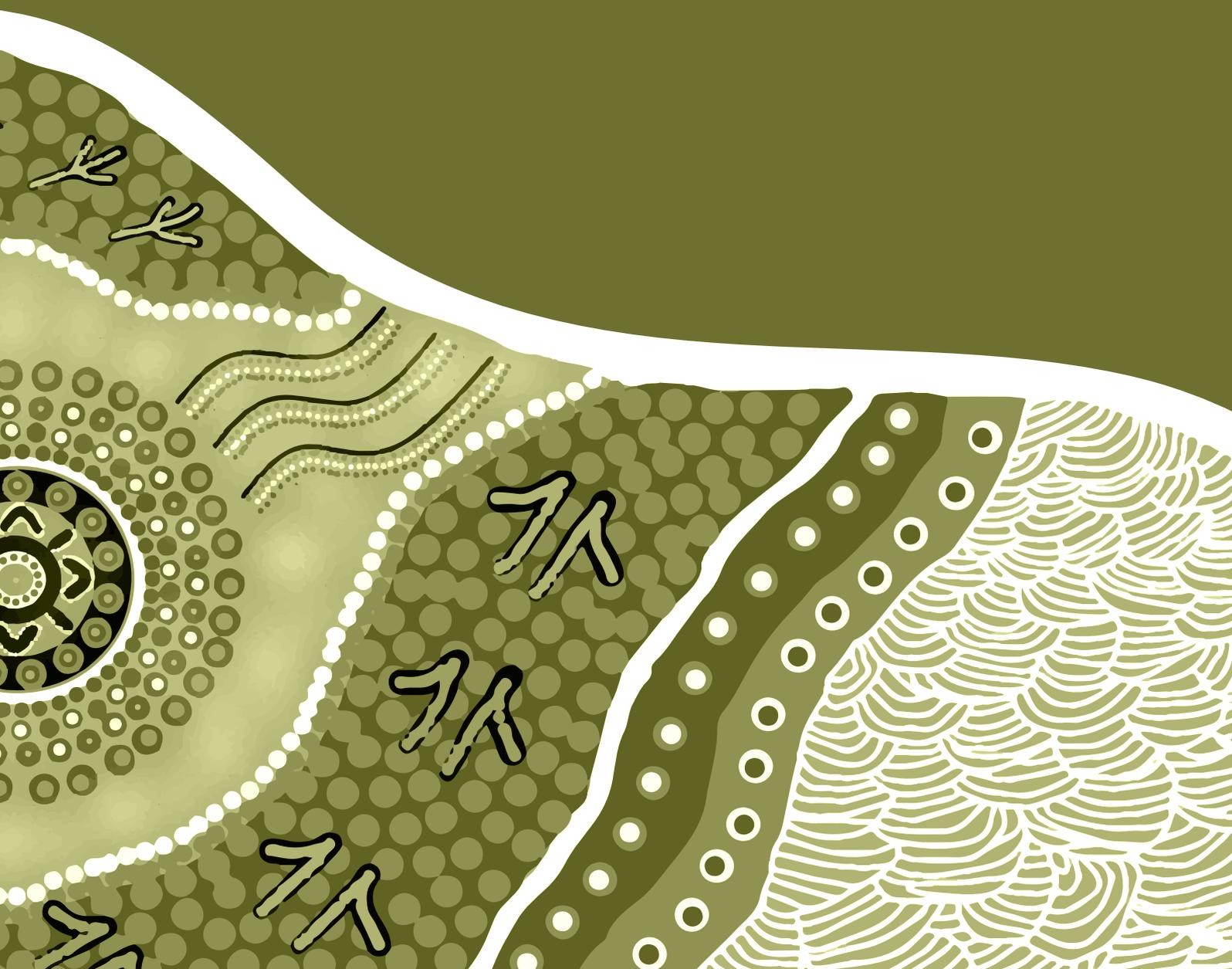
- Grow Saltbush as an ethical, sustainable, and independent not-for-profit organisation
- Strengthen governance, policies and processes combined with best practices
- Strive to minimise our environmental impact



COLLABORATIVE PARTNERSHIPS

- Work in collaboration with other like-minded organisations for the progression of disadvantaged participants in achieving parity and self-determination
- Increase the number of NT organisations employing Aboriginal Australians
- Strengthen and diversify relationships with contract providers

OUR *Finances*

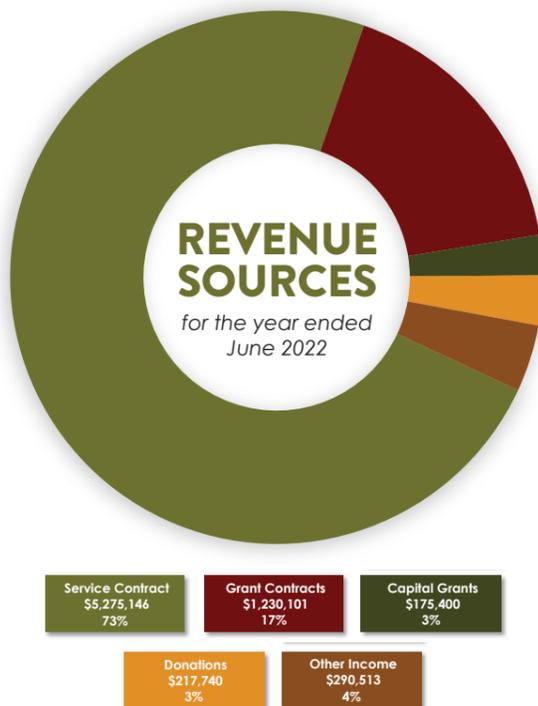


CFQ's REPORT

Saltbush Social Enterprises Ltd's net asset position remained strong at 1.9 million, mainly consisting of its cash position. The company also invested in its asset base by renovating its investment property in the Barkly region, an initial move towards a self-funded income model to help support its operations in the future.

The company generated a deficit of \$200k mainly attributable to the investment in its human resources. There was an overall slight increase in total revenue of 2% compared to the 2021 financial year.

This decrease was coupled by an increase in the Future Stars grant that was extended for another year by NIAA and Saltbush's initial focus on generating income from its employment mentoring services. An increase in donations of 34% once again mostly from Jemena and our founding company, Karen Sheldon Group Pty Ltd.



The company's main revenue source remains being from service contracts at 73% of total income earned followed by the grant contracts at 17%.

Our largest expense is employment costs, a total of \$5.6 million in this financial year, compared to \$4.2 million in the prior financial year.

There has been a huge investment made to our people to implement a Therapeutic framework throughout most of our programs and ensuring the young people at our bail accommodation facilities are counselled and supported by expert staff.

Saltbush has also made considerable changes in building their staff capabilities in-house, instead of outsourcing several services as has been in the past. As a result, there has been a considerable time and effort spent in shaping our staffing model.

The relevant financial reports for the year are contained in the next set of pages. These reports should be read with accompanying notes included in our audited financial statements and these are available for download from the ACNC website on www.acnc.gov.au/charity OR www.saltbushnt.org.au.

Though Saltbush, in the coming financial year will face several challenges including, the mandatory Federal Government changes to the Employment Services programs and the need to renew a number of programs, I believe with a renewed focus on its strategic objectives, it will face incredible growth.

As always, we are grateful and thank all our financial partners for their belief in our work and for their ongoing commitment and support.

Rudo Kasteni
Chief Financial Officer

Auditor's REPORT

Deloitte.

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The Board of Directors
Saltbush Social Enterprises Limited
Saltbush Centre
37 Foundation Road,
Holtze NT 0835

10 October 2022

Dear Board Members

Auditor's Independence Declaration to Saltbush Social Enterprises Limited

In accordance with Subdivision 60-C of the *Australian Charities and Not-for profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the directors of Saltbush Social Enterprises Limited.

As lead audit partner for the audit of the financial statements of Saltbush Social Enterprises Limited for the financial period ended 30 June 2022, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- any applicable code of professional conduct in relation to the audit.

Yours sincerely

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Prasad

Malvin Prasad
Partner
Chartered Accountants

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF SALTBUSH SOCIAL ENTERPRISES LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the financial report, being a special purpose financial report of Saltbush Social Enterprises Limited (the "Company") which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the directors' declaration.

In our opinion, the accompanying financial report presents fairly, in all material respects, the Company's financial position as at 30 June 2022 and or its financial performance and its cash flows for the year then ended in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act") and the accounting policies described in Note 3.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting and Restriction on Distribution and Use

We draw attention to Note 3 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the Company to meet the financial reporting requirements of the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for the directors of Company and should not be distributed to or used by parties other than the directors of the Company. Our opinion is not modified in respect of this matter.

Responsibilities of Management and the directors for the Financial Report

Management of the Company are responsible for the preparation and fair presentation of the financial report and have determined that the basis of preparation and accounting policies described in Note 3 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the directors. Management's responsibility also includes such internal control as the directors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for overseeing the Company's financial reporting process.

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INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF SALTBUSH SOCIAL ENTERPRISES LIMITED (Continued)

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.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the director 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.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Prasad

Malvin Prasad
Partner
Chartered Accountants
Darwin, 10 October 2022

Directors' DECLARATION

The directors declare that in the directors' opinion:

- (a) there are reasonable grounds to believe that the registered Company is able to pay all of its debts, as and when they become due and payable; and
- (b) the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.



Nicole Shackcloth
Chief Executive Officer
Darwin



Karen Sheldon
Chair of the Board of Directors
Darwin

Dated this 7th day of October 2022

Financial STATEMENTS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
Continuing Operations			
Revenue	5	7,188,900	7,019,383
Depreciation and amortisation expenses	6	(117,355)	(92,833)
Employee benefits expense	6	(5,675,005)	(4,281,350)
Other gains and losses		(9,971)	-
Finance costs	6	(3,089)	(2,302)
Other expenses	6	(1,584,422)	(2,108,846)
(Deficit)/Surplus for the year		<u>(200,942)</u>	<u>534,051</u>
Other comprehensive income		-	-
Total comprehensive income for the year		<u>(200,942)</u>	<u>534,051</u>

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	Note	2022 \$	2021 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	7	1,884,213	2,435,357
Trade and other receivables	8	544,496	467,590
Other financial assets	9	40,900	40,859
TOTAL CURRENT ASSETS		<u>2,469,609</u>	<u>2,943,806</u>
NON-CURRENT ASSETS			
Property, plant and equipment	10	469,896	225,800
Right-of-use assets	11	33,516	110,069
TOTAL NON-CURRENT ASSETS		<u>503,412</u>	<u>335,869</u>
TOTAL ASSETS		<u>2,973,021</u>	<u>3,279,675</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	763,930	819,220
Provisions	13	151,166	130,873
Lease liabilities	14	28,843	54,231
TOTAL CURRENT LIABILITIES		<u>943,939</u>	<u>1,004,324</u>
NON-CURRENT LIABILITIES			
Provisions	13	33,033	26,412
Lease liabilities	14	6,080	58,028
TOTAL NON-CURRENT LIABILITIES		<u>39,113</u>	<u>84,440</u>
TOTAL LIABILITIES		<u>983,052</u>	<u>1,088,764</u>
NET ASSETS		<u>1,989,969</u>	<u>2,190,911</u>
EQUITY			
Accumulated surplus	15	1,989,969	2,190,911
TOTAL EQUITY		<u>1,989,969</u>	<u>2,190,911</u>

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

	Accumulated Surplus/ (Deficit) \$	Total \$
Balance at 1 July 2020	1,656,860	1,656,860
Surplus for the year	534,051	534,051
Balance at 30 June 2021	<u>2,190,911</u>	<u>2,190,911</u>
Balance at 1 July 2021	2,190,911	2,190,911
Deficit for the year	(200,942)	(200,942)
Balance at 30 June 2022	<u>1,989,969</u>	<u>1,989,969</u>

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	2022 \$	2021 \$
Cash flows from operating activities		
Government grants and contracts	7,273,041	6,628,184
Receipts from customers	505,133	658,914
Payments to suppliers and employees	(8,227,088)	(6,060,493)
Investment income received	44	124
Finance costs	(389)	(2,302)
Interest payments on lease liabilities	(2,538)	(3,394)
Net cash (used in)/ generated by operating activities	<u>(451,797)</u>	<u>1,221,033</u>
Cash flows from investing activities		
Payments for property, plant and equipment	(44,155)	(116,821)
Investment in financial assets	(41)	(124)
Net cash used in investing activities	<u>(44,196)</u>	<u>(116,945)</u>
Cash flows from financing activities		
Principal payments of lease liabilities	(55,152)	(57,731)
Net cash used in by financing activities	<u>(55,152)</u>	<u>(57,731)</u>
Net (decrease)/increase in cash and cash equivalents	(551,144)	1,046,357
Cash and cash equivalents at beginning of year	2,435,357	1,389,000
Cash and cash equivalents at end of year	<u>1,884,213</u>	<u>2,435,357</u>

Saltbush Social Enterprises

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WARNING: Aboriginal and Torres Strait Islander readers are warned that the following document may contain images of deceased persons.

In this report, the terms 'Saltbush', 'our business', 'Company', 'organisation', 'we', 'us', 'our' and 'ourselves' refer to SALTBUSH SOCIAL ENTERPRISES LIMITED. Any use of the term 'Indigenous' should not detract from the respect we show to the unique and diverse cultures of Aboriginal and Torres Strait Islander Territorians. The use of the word 'Aboriginal' should also be read to include both Aboriginal and Torres Strait Islander Territorians.

Saltbush Social Enterprises Limited is a registered not-for-profit organisation.
ABN 50 612 530 079. Registered in Australia. The Saltbush 'tree' device is a registered trademark.