

**Saltbush**  
SOCIAL ENTERPRISES

**2018 / 2019**  
ANNUAL REPORT

## 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.

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Aboriginal artwork on the front cover of this Annual Report was provided by the residents of the Saltbush Stringybark Centre. Saltbush Social Enterprises Limited is a registered not-for-profit organisation. ABN 50 612 530 079. Registered in Australia.

In this report, the terms 'Saltbush', 'our business', 'Company', 'organisation', 'we', 'us', 'our' and 'ourselves' refer to SALTBUSH SOCIAL ENTERPRISES LIMITED. The Saltbush 'tree' device is a registered trademark.

# Overview of Saltbush

## Who We Are

Saltbush Social Enterprises (Saltbush) is a not-for-profit organisation that was developed in response to the critical need for grass roots opportunities that can create prosperity parity for marginalised Territorians.

Saltbush believes that a person with a job is a person with a future. All programs and activities we deliver including Supported Bail Accommodation, Saltbush Wellbeing Program (Low Intensity Mental Health), VTEC (Vocational Training and Employment Centre), Wattle seed bread rolls and Accelerated Aboriginal Chefs of Excellence (AACE) have an underlining focus on providing innovative Indigenous employment opportunities, career advancement, and small and micro business development.

Saltbush provides tailored services in local communities with a 'boots on the ground' philosophy. We are flexible in our delivery of services, and our priority is in growing local capacity and capability to deliver local solutions to local Indigenous challenges.

## Our History

Karen Sheldon AM, Managing Director of Karen Sheldon Group, has more than 50 years of business experience in the Northern Territory. As a Territory chef, Karen spent early years developing her culinary craft at the Barrow Creek Pub where she got to know and interact with the local Aboriginal community and started developing her understanding of Aboriginal culture and Territory flavours, before moving on to restaurant, retail and catering enterprises throughout the Territory.

Many years in business later, a developing social conscience and desire to see real change in the NT led to a partnership with young long-term staff members and the development of the Karen Sheldon Group with Catering, Training and Employment Service Divisions.

Along with fellow directors, Sarah Hickey and Amanda Swift the Group recognised a real need across the community for a greater connection between training – both aspirational and technical - and long-term employment while providing strong social support.

Karen Sheldon Group set their sights on solution focused and practical ways of working with local Aboriginal jobseekers towards closing the gap on Indigenous economic disadvantage. With this focus guiding the next business chapter. Saltbush Social Enterprises was established and became the vehicle for continuing this work, resourced through the Karen Sheldon Group.

# OUR VALUES

Our values guide our actions and shape the culture of our organisation.



## FEARLESSNESS

*We are fearless in exploring opportunities that are not necessarily visible at first glance. We are not bound by boundaries of cities or towns. We find ways to innovate and work with people regardless of the location.*



## RESPECT

*We respect each other's diverse values, differences, and contributions. We recognise that every member of our team is important and has a role that matters. No individual is more important than anyone else, and no individual's time is more valuable.*



## ACTION

*We are the boots on the ground. We work from the ground up supporting people to find their own determination from within.*



## PARITY

*We are committed to employment parity for marginalised Territorians. A person with a job is a person with a future.*



## PARTNERING

*We work in collaboration with other organisations to provide complimentary services to Territorians.*

# A YEAR IN REVIEW

2018 / 2019



**JULY 2018**

Future Stars Indigenous Aspirations Program starts being delivered in the Barkly region.



**OCTOBER 2018**

The first ever AACE (Accelerated Aboriginal Cooks of Excellence) Program commences in Darwin.



**APRIL 2019**

VTEC (Vocational Training and Employment Centre) contract transferred to Saltbush from Karen Sheldon Employment Services.



**APRIL 2019**

Management of the Elliott School Nutrition Program is transferred to Saltbush from the Karen Sheldon Group.



**JUNE 2019**

The contract to deliver the Saltbush Wellbeing Program (Low Intensity Mental Health Services) is extended for another 3 years.



**AUGUST 2018**

The Saltbush Wellbeing Program (Low Intensity Mental Health Services) starts being delivered in Tennant Creek.

**DECEMBER 2018**

Supported Bail Accommodation contract expanded to take other orders such as; alternatives to detention, suspended sentences, and good behaviour orders.

**APRIL 2019**

Saltbush welcomes its first members.

**MAY 2019**

Saltbush Social Enterprises and Karen Sheldon Group combined Vision Workshops held to focus on the future of both organisations and their strategic partnership.

**JUNE 2019**

Saltbush prepares to formally transition the entire Employment Services division from the Karen Sheldon Group to Saltbush.



# Our Maturing Journey

A narrative of the journey taken by Saltbush Social Enterprises to be the positive social change we want to see in the Northern Territory.

Karen Sheldon came from humble beginnings, operating the iconic **Dolly Pot Inn** in Tennant Creek in the eighties, which eventually expanded in to Darwin and diversified into functions and event catering.

Karen's strong interest in Aboriginal culture and food followed her from Tennant Creek and remains a constant and integral core of the business.



## TRAINING DIVISION ESTABLISHED

The Board recognises a real need across the community for a greater connection between training and long-term employment while providing strong social support. **Karen Sheldon Catering** becomes a Registered Training Organisation (RTO) and a new division, **Karen Sheldon Training**, is formalised.



## KEY EMPLOYMENT SERVICES BEGIN

**Karen Sheldon Training** is appointed the NT's first **Vocational Training & Employment Centre (VTEC)**.

VTEC is designed to bring together the support services necessary to prepare Indigenous job seekers for long term employment and connect them with guaranteed jobs.



## KAREN SHELDON GROUP RECOGNISED

Now delivering catering, training and employment services, the logical choice to grow the identity, resulted in a company name change to **Karen Sheldon Group**, providing an umbrella for their growing and varied programs focused on social change in the Northern Territory.



## SALTBUSH WELLBEING PROGRAM

The organisation secures its first contract with Northern Territory Primary Health Network to deliver Low Intensity Mental Health Services; resulting in the **Saltbush Wellbeing Program**, developed in conjunction with Indigenous participants across the Northern Territory.



## FUTURE STARS SHINES BRIGHT

**Karen Sheldon** is successful in securing PM&C funding to deliver **Future Stars** in the Barkly Regions of the Northern Territory. Delivery of this program by **Saltbush** represents the first program to be transitioned across from the **Karen Sheldon Group**.



## INDIGENOUS OWNERSHIP

**Saltbush** enacts its membership charter to transition to majority Indigenous control through membership. This realises another step in the long-term goal of the Group in supporting Indigenous solutions for Indigenous challenges and to support Indigenous independence.

2005



## BUILDING A PARTNERSHIP

Karen is joined by long-term employees and her current business partners Amanda Swift and Sarah Hickey, and the company becomes **Karen Sheldon Catering**.

2008



## 'FUTURE STARS' IS BORN

**Karen Sheldon Training** begins developing the highly successful **Future Stars Indigenous Aspirations and Employment** suite of programs (graduated life skills and work-ready programs) focused on assisting participants into sustainable long-term employment and future careers. The company becomes Indigenous Employment Panel members with the Australian Government.

2014



## SALTBUSH MOB DELIVERS SUPPORT

After securing a contract to deliver the Treatment and Aftercare Service of the **Alcohol Mandatory Treatment Centre** in Darwin, a new division, Saltbush Mob is established to develop and deliver a holistic Assessment and Intensive Case Management Plan.

2016



## SALTBUSH SOCIAL ENTERPRISES

An increasing ability and desire to be part of the change the directors want to see in the NT results in the development of the non-profit organisation **Saltbush Social Enterprises Limited** to become the vehicle for continuing the drive started by **Karen Sheldon** so many years ago, and increasingly the focus of the **Karen Sheldon Group**.

2017



## YOUTH BAIL SUPPORT PROGRAM

In partnership with Territory Families, the **Youth Bail Support Program** is established, providing supportive twenty-four-hour, seven day a week accommodation services in Darwin and Alice Springs as an alternative to remanding a young person in custody.

2018



## 'AACE'-ING IT!

**Saltbush Social Enterprises** has secured NT Government funding for a pilot program; the **Accelerated Aboriginal Cooks of Excellence (AACE) Program**, that enables ten local Aboriginal apprentices to launch their careers in commercial cookery.

This is a long-held vision of the Group to see more Aboriginal Chefs in successful careers in Australia.

2019



## EMPLOYMENT SERVICES TRANSITION

**Karen Sheldon Group** transitions Employment Services to **Saltbush Social Enterprises**; a big step on the journey to separate and grow the two organisations. This will ensure that the employment programs are focused and successful in achieving positive outcomes for the Indigenous community.

# Our Programs

## Supported Bail Accommodation

Saltbush commenced providing Supported Bail Accommodation on the 5th January 2018 in partnership with Territory Families.

Saltbush provides twenty-four-hour seven day per week supervised accommodation in Darwin and Alice Springs. Saltbush provides tailored support to young people between the ages of 10 – 17 years who do not otherwise have a suitable or a safe place to live whilst on bail as an alternative to detention.

We pride ourselves on having an energetic, enthusiastic care team who are passionate about delivering integrated services to young people to meet their bail conditions and improve their prospects of avoiding detention.

In working with the young people Saltbush strives to enhance, develop and educate including life skills, respect for self and others, developing self-confidence and self-esteem, developing a sense of community, homemaking skills, cooking, landscaping, sporting

activities, woodworking, operating heavy machinery, conservation and land management and mechanical services. All services are delivered with a focus on trauma informed care.

The provision of services to young people is delivered in partnership with other organisations including First Steps, Motoscouts, The CALM Program, The Yarraman Program, Palmerston and Malak Re-engagement centres, Alice Outcomes, St. Joseph's, Danila Dilba, Congress Men's Health and SEWB, Saltbush football team, Souths Football Club, Launch Basketball, Youth Milne BOC program, NAAJA Mentoring program, NAAJA school holiday music program, Grandmothers Group elders program, Alice Springs Youth Detention Centre.

Territory Families' onsite Senior Bail Support Clinician guides case management and provides clinical oversight and trauma-informed, therapeutic interventions for young people.



# GOOD NEWS STORY

## SUPPORTED BAIL ACCOMMODATION, ALICE SPRINGS



Sam\* arrived at Saltbush Supported Bail Accommodation in Alice Springs in mid 2018. He was initially very introverted and had limited social skills.

Sam has since learnt to actively participate in Saltbush programs, such as art, sport, design, and other hands-on projects. He has developed vital life skills such as cooking his own meals and cleaning up at the Saltbush Centre. Many of the Saltbush staff have commented positively on Sam's personal development over the last year.

Alice Springs Assistant Manager, Corey Mitchell says, "Sam has been a pleasure to work with and has made many friends during his time here. He has developed strong social skills, grown in confidence, maturity and has

become a leader amongst the group which has been fantastic to see."

Sam has been playing AFL every week for the South Alice Springs Sporting Club. Participation in external sporting activities among Saltbush residents lead to improved communication, gamesmanship, self-esteem and physical and emotional health. Sam looks forward to playing each week and has shown significant improvement as a player.

Sam has recently reengaged in School with a near 100% attendance rate. Saltbush are continually receiving reports from his teachers praising his efforts in class.

*\*Name in this story has been changed to protect the privacy of the individual.*

## Saltbush Wellbeing Program

The Low Intensity Mental Health Service for the purpose of interacting with clients and other stakeholders is referred to as the Saltbush Wellbeing Program.

Saltbush commenced the Wellbeing Program on 30th April 2018. This service is provided in Darwin, Palmerston, Tennant Creek and Alice Springs.

Saltbush provides informal easily accessible and culturally appropriate therapeutic support for young people and adults requiring professional low to moderate mental health services.

The Saltbush wellbeing program has been designed to deliver early intervention and prevention counselling aimed at minimising the frequency and occurrence of poor mental health and at reducing the heightened lifetime impact of mental disorders and mental illnesses. This program is designed to deliver individual and group sessions. Remote community participants can also be catered for through the internet.

Predominately this service is a mobile service delivered at partner locations to improve the accessibility of clients for example organisations include Salvation Army Employment Plus,

Tangentyere, Max Employment, Julalikari Council Aboriginal Corporation, Barkly Work Camp and YouthWorx NT.

Specifically, these sessions cover:

- health and wellbeing;
- alcohol and other drugs, domestic violence, anger management, dealing with stress and anxiety;
- clay therapy;
- suffering from multiple life challenges and barriers including isolation, anger, depression, and self-worth;
- disengaged from meaningful purpose;
- presenting at-risk behaviours;
- experiencing grief, bereavement;
- or a sense of loss; or
- struggling with motivation, distress tolerance, managing worries or understanding emotions.

In this financial year the team provided services to 384 females, 467 males. In total, 851 people received this service. In addition, 672 new referrals were received.



## AACE Program

The **Accelerated Aboriginal Cooks of Excellence (AACE)** Program was developed by Saltbush and is delivered by Karen Sheldon Group in a partnering arrangement and funded by the Department of Trade, Business and Innovation.

The AACE Program is an industry training and employment initiative that has enabled ten local Aboriginal apprentices to launch their cooking careers.

This innovative pilot program has provided gold-standard, industry-relevant training in the multiple award-winning Karen Sheldon kitchens, and incorporates the key element of intensive on and off-the-job mentoring that is a cornerstone of the Karen Sheldon Indigenous Training Programs.

The AACE Program was developed in response to a well-recognised critical skill shortage in both Northern Territory and Australian kitchens with local hospitality

providers embracing the opportunity to not only add well trained loyal key staff to their enterprise, but also to be able to support opportunities for aspiring Aboriginal chefs.

The aim of this pilot is to engage, train and mentor apprentice cooks through the first vital phase of their training, then support their transition to mainstream local hospitality employers.

The AACE Program works to increase the NT's skilled Indigenous hospitality workforce and spark positive role models in the move for change in Indigenous employment opportunities in the Northern Territory.

In May 2019, the AACE Program was awarded the Best Training Initiative by the Hospitality NT Aristocrat Technologies Award for Excellence and was a finalist for the National Awards for Excellence.

## Future Stars Indigenous Aspirations Program

For over a decade, the suite of Future Stars Indigenous Employment Programs (Future Stars) has empowered more than 2,600 Indigenous Australians in the Northern Territory. As a part of the Australian Government's Indigenous Advancement Programs, it has been delivered in various remote and regional communities. Future Stars has been developed for and by Territorians with unique experience and an action-based research style.

Future Stars focuses on empowering participants to develop the capacity to find solutions to the many barriers to employment they may face. Saltbush delivers the Future Stars Program in partnership with KSG. The Future Stars modules owned by KSG have been developed and contextualised to the Northern Territory over many years of working history with a deep understanding of jobseeker and employer challenges and opportunities. The Future Stars modules work to assist participants with the transition from a life on welfare dependence towards sustainable

long-term employment and a future career.

Participants are engaged at their own level, and in their own time, and are encouraged to develop self-awareness and self-esteem using creative and engaging motivational concepts with each program contextualised to individual cohorts.

Participants often come from intergenerational trauma and poverty and many participants may not have had the early developmental advantages often taken for granted. Moving towards a working life can be a quantum leap. Early modules focus on self-care, time management and basic life skills, then gradually introduce the concept of work, basic employability skills, money management and exploring personal strengths.

Future Stars continually evolves and is designed to be interesting, relevant and fun. The demand and the need for this highly successful program continues to grow.



## GOOD NEWS STORY

### FUTURE STARS PROGRAM, TENNANT CREEK



Neville is a 37 year old Indigenous man living in Tennant Creek. He took part in our **Future Stars Indigenous Employment Program** in November 2018. He was initially very quiet and didn't say much.

Over time, Neville grew to be a great support for the other fellas in the course. He worked really hard and was keen to start working.

Neville engaged with his mentor, Melissa Carse, and together they worked towards getting him into employment.

Neville secured a job as a Grocery Assistant with IGA Supermarket, where he was responsible for stacking stock on to the shelves.

Neville's supervisor, Gemma was very impressed with Neville's drive to work, which led to her offering him work 5 days a week.

Neville expressed interest in working in the IGA Meat Room and developing his career as an Apprentice Butcher.

After only 2 months at IGA, Neville started some trial shifts in the Meat Room, shadowing two of the other butchers, learning as much as he could.

Neville is now working permanently in the Meat Room 5 days a week. He has really stepped up and is now putting pressure on the butchers to teach him more.

Neville has become very good at communicating and always talks any issues through with his mentor. His mentor has assisted him to get his own unit and set him up to pay his rent.

Neville's employer says, "Neville is a great asset to IGA and has become a mentor to other staff. If he sees other staff members that haven't been turning up to work, he questions them why and tells them that work comes before anything else as the rest can be dealt with after work."

## School Nutrition Program

Saltbush is into its second year of delivering the School Nutrition Program for students at Elliott School. The Elliott community is located approximately 250 km north of Tennant Creek and 850 km south of Darwin on the Stuart Highway in the Northern Territory. The population of Elliott is approximately 500. The traditional owners of the area are the Jingili people with many other groups now living in the community. Breakfast, morning tea and lunch are delivered on school days to approximately 55 students who are from preschool through to middle years. 98% of the students are Indigenous and 83% English is their second language.

Saltbush employs a base manager and two Indigenous local community team members in preparing healthy meals in accordance to the Northern Territory Department of Education School Nutrition and Healthy Eating Policy and Guidelines.

Saltbush is passionate about providing healthy food choices to young people to support better school attendance and to help with learning and engagement in education. The Elliott School Nutrition Program is consistently praised by contract managers for the high quality of the delivery, the engagement and training of local staff and the quality of the meals.



## Saltbush Wattleseed Bread

Saltbush, in partnership with Karen Sheldon Group (KSG) understands the untapped business opportunities that are available to local Aboriginal groups in remote and regional NT in the growing, harvesting, supply and development of products containing unique local native foods. KSG in partnership with the University of Queensland is involved in ongoing research and development with a number of iconic products and works with Saltbush to explore economic opportunities.

One of these is a special NT wattle seed that is used in conjunction with Kakadu Plum to produce amazing

artisan bread rolls that leverage off the nutrient rich wattle seed properties. This Wattle seed has superfood qualities, is good for the gut, totally Vegan, requiring no artificial additives, can be par baked for extended freezer shelf life and are packed with nutrition.

These bread rolls have been featured in Qantas Lounge Darwin and have led to further innovation research. Saltbush encourages employment pathways for Indigenous Australians from “bush to bowl” with Indigenous involvement at every stage of production, from ethical harvesting to connecting traditional and modern methods of food manufacture.

## Vocational Training and Employment Centre (VTEC)

In this financial year Saltbush accepted the novation of the federally funded Vocational Training and Employment Centre (VTEC) from KSG in line with both the Saltbush and KSG transition plan.

This program aligns to Saltbush core values regarding the importance of employment and self-determination and of providing every possible assistance to Indigenous jobseekers to achieve their own goals and visions in life.

The VTEC program includes intensive mentoring provided by the trained mentors who were also moved across to Saltbush from KSG. The Intensive mentoring program developed by KSG ensures each VTEC participant receives tailored and intensive support for the first six months of their employment to assist them to launch their working life and future careers.

# 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 represent the community and participants in which we serve.*

## NUMBER OF STAFF BY LOCATION

Location	Male	Female	Total
Darwin	37	24	61
Alice Springs	28	15	43
Tennant Creek	3	10	13

## NUMBER OF STAFF BY PROGRAM

Location	Male	Female	Indigenous	Non-Indigenous	Total
All Staff	68	49	59	58	117
Supported Bail Accommodation	57	27	33	51	84
Employment Services	5	10	5	10	15
Future Stars Program	1	3	1	3	4
Saltbush Wellbeing Program	2	0	0	2	2
All Other Staff	3	9	5	7	12

Note: Staff numbers include permanent and casual staff.



## MANAGEMENT TEAM



**Karen Sheldon**  
*Director*



**Sarah Hickey**  
*Director*



**Amanda Swift**  
*Director*



**Jennifer Reilly**  
*Chief Executive Officer*



**Nicole Shackcloth**  
*Chief Operating Office*

Name	Position
Dirk van Drempt	Therapeutic Program Manager
Arthur Cooper	Therapeutic Program Worker
Tina Clerke	Employment Services Manager Alice Springs
Melissa Bremner	Employment Services Manager Tennant Creek
Ryan Clerke	Residential Manager Alice Springs
Ian Bateman	Residential Manager Darwin
Corey Mitchell	Assistant Residential Manager Alice Springs
Annie Moala	Residential Manager Darwin

# Where We Work

Saltbush aims to service all areas of the Northern Territory where there is a critical need for opportunities that create prosperity parity for Territorians.

## DARWIN

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



## ELLIOT

- School Nutrition Program



## ALICE SPRINGS

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



## TENNANT CREEK

- Employment Services
- Saltbush Wellbeing Program
- Future Stars Program

# GOOD NEWS STORY

## SUPPORTED BAIL ACCOMMODATION, DARWIN



As part of Saltbush's ongoing commitment to developing collaborative partnerships, Saltbush has been working with Balanced Choice to introduce a diverse range of activities into the lives of our participants.

Adam Drake from Balanced Choice is now providing the Balanced Choice motivational fitness program 3 times weekly with the young people at Saltbush Supported Bail Accommodation, Darwin.

Balanced Choice uses a range of exercise and motivational activities that promote physical and mental health to engage participants in their sessions and that work in harmony with the Saltbush in house programs.

The young people explore themes around the mind-body balance and learn about positive

lifestyle choices, fitness and teamwork. There is a high level of engagement and increased motivation being seen from the participants.

Adam says, "I am super excited to be working with Saltbush as it sees the start of a growing relationship between Balanced Choice and Saltbush."

Director of Saltbush Social Enterprises, Karen Sheldon AM says, "Adam has such a vibrant presence and has established an amazing rapport with the young people. For many of them, this is a continuation of the relationship they have already built with Adam in Don Dale or through other sessions. We are also incorporating the synergies of the Balanced Choice programs into more programs, including our Future Stars Indigenous Employment Program."

# Our Partners

## Community



## Government



## Corporate



## Education



# Governance

*During 2019, Saltbush made significant progress in advancing its governance.*

## SOCIAL RESPONSIBILITY

At the forefront of the organisation is our social responsibility. We strive to provide innovative, timely and relevant opportunities towards the goal of prosperity parity for all Territorians whilst also effectively managing and meeting the requirements of a charity.

## SALTBUSH BOARD

Implemented improved board processes with a focus on increased transparency, accountability and informed decision making.

## POLICIES AND PROCEDURES

Major work has occurred in reviewing, updating and implementing improved policies, procedures and processes.

## ROLES AND RESPONSIBILITIES

An emphasis was placed on reviewing staff structures, roles, responsibilities, position descriptions and undertaking proactive performance reviews with staff. This has resulted in staff gaining greater role clarity and led to increased productivity and accountability.

## SEPARATION FROM FOR-PROFIT PARTNER

Saltbush was established and resourced by the Karen Sheldon Group. In this financial year, the structured progression for independence and separation of the two entities has continued. The shared values will also continue as Saltbush Indigenous ownership, capacity and capability grows over time.

## CONTRACT AND GRANT MANAGEMENT

An ethos of continual improvement of all contracts through contract management meetings with funding providers has resulted in stronger partnering relationships that continue to grow.

## EMERGENCY MANAGEMENT

Emergency Management plans in place for some locations within the organisation with plans in other locations currently being implemented.

# Risk Management and Reporting

In order to manage risk Saltbush throughout the year has constantly reviewed, evaluated and implemented continuous business improvement.

Saltbush Supported Bail Accommodation successfully achieved re-accreditation for its Quality Management System and ISO 9001 accreditation which incorporates risk management.

An increased emphasis has been placed on internal and external reporting including in house training and

workshops focused on our continual improvement ethos.

The development of staff eBulletin Shout Out newsletter has been a positive initiative connecting and informing staff at all locations.

Regular development of Good News Stories is a core success measure that are provided to contract managers and departments and also provide ongoing inspirations for participants in the various programs.



# Chief Executive Officer's Report

This is Saltbush's second annual report and a lot has occurred since the first report and since the inception of Saltbush in 2017.

This year has seen a focus on our staff, service delivery, governance and growth opportunities.

Our staff are our biggest asset and as such greater emphasis has been placed on team building workshops and training. The development and empowerment of our staff will continue to evolve.

Continuous business review and improvement continues to occur in the delivery of services to our participants. Supported Bail Accommodation achieved re-accreditation this year for ISO9001 compliance. This is a significant achievement for Supported Bail Accommodation teams in Alice Springs and Darwin in maintaining high standards and a passion for continuous business improvement.

A large effort has gone into enhancing our governance which is the foundation of the organisation. Saltbush understands that continual improvement of governance is essential for internal purposes plus to meet our contractual obligations, audit and financial obligations and Australian Charities and Not-for-Profit Commission requirements.

In this reporting period the Vocational Training Employment Centre (VTEC) program transferred to Saltbush from Karen Sheldon Group to meet the Indigenous aspects of the new contractual requirements.

The work undertaken this year has established sound business foundations placing Saltbush in a good position to actively spread its wings in seeking contracts and grants and partnerships. This is in alignment to Saltbush core business of expanding its suite of services to provide comprehensive services to participants in empowering them to achieve self-determination - A person with a job is a person with a future.

**Jennifer Reilly**  
CEO, Saltbush Social Enterprises



# Chief Financial Officer's Report

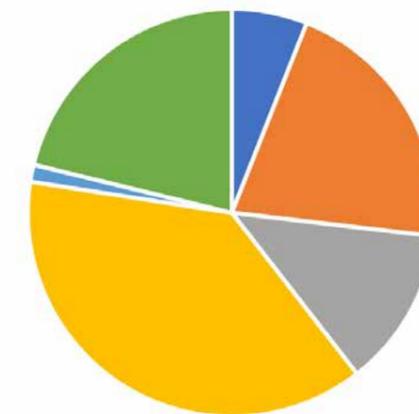
We are pleased to present the audited financial statements for the year ended 30th June 2019.

This financial year represented Saltbush Social Enterprises' first full year of operation, with continued delivery of existing service contracts as well as acquiring new grants, service contracts and donations. Australian Government grant and service type contract combined revenue represented 20% of total revenue. NT Government service contracts represented 72% of total revenue with the remaining 8% from private sector service contracts.

The small deficit result for the financial year was due to funded programs that commenced operationally in 2019 but where funding was recognised in the 2018 financial year as demonstrated by the surplus result in that year.

Apart from depreciation, human resource, administrative and finance costs, all other expenditure went towards activities in support of our contracts and grants. These activities consisted of work ready expenditure, provision of school nutrition and hostel food services, aspirational programs, apprentices training and support services in our wellbeing programs and supported bail accommodation facilities.

Activity Expenses



- Work Ready
- School Nutrition & Food Services
- Pre Employment
- Supported Bail
- Wellbeing Programs
- Apprentice Training

**Michelle Byrne**  
Chief Financial Officer

# Deloitte.

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

31 January 2020

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 (Cth)*, 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 2019, I declare that to the best of my knowledge and belief, there have been no contraventions of:

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

Yours sincerely

DELOITTE TOUCHE TOHMATSU



Cheryl Crase  
Partner  
Chartered Accountants

# Deloitte.

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## Independent Auditor's Report to the members of Saltbush Social Enterprises Limited

### Opinion

We have audited the financial report, being a special purpose financial report of Saltbush Social Enterprises Limited (the "Entity") which comprises the statement of financial position as at 30 June 2019, 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 of the Entity is in accordance with *Division 60 of the Australian Charities and Not-for-profits Commission Act 2012 (the "ACNC Act")*, including:

- (i) Giving a true and fair view of the Entity's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards to the extent described in Note 3 and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2012*.

### 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 Entity in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We 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 for the purpose of fulfilling the Directors' financial reporting responsibilities under the ACNC Act. Our report is intended solely for the members and the Australian Charities and Not-for-profits Commission (ACNC) and should not be distributed to or used by parties other than the members and the ACNC. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of the Directors for the Financial Report

The Directors of the Entity are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 3 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The Directors responsibility also includes such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

*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 directors' 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 directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DELOITTE TOUCHE TOHMATSU



Cheryl Crase  
Partner  
Chartered Accountants  
Darwin, 31 January 2020

## Director's Declaration

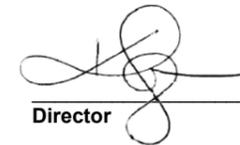
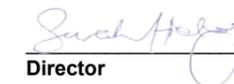
**Saltbush Social Enterprises Limited**  
Special Purpose Financial Report for the Year Ended 30 June 2019

### DIRECTORS' DECLARATION

The directors declare that in the directors' opinion:

- (a) there are reasonable grounds to believe that the registered entity 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*.

  
\_\_\_\_\_  
Director  
\_\_\_\_\_  
Director  
\_\_\_\_\_  
Director

Dated this 31st day of January 2020

# Financial Statements

## Saltbush Social Enterprises Limited Special Purpose Financial Report

### STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
Revenue	5	5,322,178	2,437,648
Depreciation and amortisation expenses	6	(14,645)	(70)
Employee benefits expense	6	(3,365,828)	(914,877)
Finance costs	6	(6,950)	(2,903)
Other expenses	6	(2,028,207)	(846,150)
<b>(Deficit)/surplus for the year</b>		<u>(93,452)</u>	<u>673,648</u>
Other comprehensive income		-	-
<b>Total comprehensive (deficit)/surplus for the year</b>		<u>(93,452)</u>	<u>673,648</u>

The accompanying notes form part of these financial statements.

## Saltbush Social Enterprises Limited Special Purpose Financial Report

### STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Note	2019 \$	2018 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	7	779,894	1,480,097
Trade and other receivables	8	626,836	59,635
Other financial assets	9	40,315	20,000
<b>TOTAL CURRENT ASSETS</b>		<u>1,447,045</u>	<u>1,559,732</u>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	10	143,609	1,134
<b>TOTAL NON-CURRENT ASSETS</b>		<u>143,609</u>	<u>1,134</u>
<b>TOTAL ASSETS</b>		<u>1,590,654</u>	<u>1,560,866</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	567,037	208,632
Provisions	12	152,804	33,833
Borrowings	13	302,171	670,067
<b>TOTAL CURRENT LIABILITIES</b>		<u>1,022,012</u>	<u>912,532</u>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	13	13,761	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>13,761</u>	<u>-</u>
<b>TOTAL LIABILITIES</b>		<u>1,035,773</u>	<u>912,532</u>
<b>NET ASSETS</b>		<u>554,881</u>	<u>648,334</u>
<b>EQUITY</b>			
Accumulated surplus/(deficit)	14	554,881	648,334
<b>TOTAL EQUITY</b>		<u>554,881</u>	<u>648,334</u>

The accompanying notes form part of these financial statements.



## A Message from the Board

Saltbush Social Enterprises was just the kernel of an idea for a long time as I and my young fellow Directors of the Karen Sheldon Group went about diversifying our catering business to address the perceived opportunities in the Territory for grass roots training and employment services for Indigenous jobseekers. We all knew from our life and business experience that there was a defined imbalance in the opportunities for many of these jobseekers as compared to their mainstream peers.

Saltbush as an organisation was really born when KSG was delivering Alcohol Mandatory Treatment services (AMT) in a residential facility in Darwin on behalf of the Northern Territory Department of Health. We realised that many people wondered what a catering company was doing delivering this service! Although an unpopular concept, to this day we still look on the successes achieved in assisting participants who stayed with us at AMT. There were many very positive outcomes from that program, that continue to be one of our greatest inspirations.

We thought it would be easy to develop a grass roots not-for-profit enterprise with strong vision and clear objectives. We are on a steep learning curve that it is not so easy, but we are proud of the way Saltbush is developing, true to its ethos, and thanks to our amazing and dedicated teams, growing stronger every day.

There is always too much to do, and we are driven by a sense of urgency. We continue to innovate to explore the best practical ways for First Australians to take their true place as leaders in all spheres of industry, commerce and the social fabric of this wonderful Northern Territory.

**Karen Sheldon AM**  
*Director, Saltbush Social Enterprises*

# LOOKING TO THE FUTURE

*Saltbush has an exciting future as it continues to work with fellow Territorians in leading social change.*



## OUR PEOPLE

- Developing and empowering our people to further enhance job satisfaction.
- Focusing on recruitment and development of Indigenous staff.



## OUR PARTICIPANTS

- Saltbush is privileged to be in a position to positively influence participants, working with them to reach their own individual potential.
- Focus is to expand the suite of social and transitional services to support participants.



## GOVERNANCE

- Develop and launch Saltbush 2019 – 2020 Strategic Plan.
- Review Saltbush Board Structure.
- Conduct organisation health check.
- Improved program data capture, analysis and reporting.



## SERVICE DELIVERY

- Lead continuous business improvement across all programs and locations.
- Exceed ISO9001 accreditation requirements for Supported Bail Accommodation.
- Commence participant and stakeholder feedback process.



## STRONG PARTNERSHIPS

- Development and implementation of a stakeholder matrix.
- A greater emphasis on partnering and stakeholder engagement.



## BUSINESS GROWTH

Expand into new social programs that complement existing programs to better meet the needs of participants and community.

# Acknowledgments

## Donors

We would like to thank Snooze in support of their donation.

## Corporate and Community Partners

We would like to publicly thank those organisations who without their support and funding we would not be in a position to provide the value-add services to community members of the Northern Territory.

## Traditional Owners of the Land

We acknowledge the Traditional Owners of country throughout the Northern Territory and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Together we acknowledge the contributions of Aboriginal Australians and non-Aboriginal Australians to the people of this country we all live in and share together.



# 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 for marginalised Territorians.



Donate at [saltbushnt.org.au/donate](https://saltbushnt.org.au/donate)



Leave a gift in your will



Support an event or fundraising activity



Become a corporate partner



Share your story

Contact us at [info@saltbushnt.org.au](mailto:info@saltbushnt.org.au) to find out more.

All contributions are tax-deductible.



## **Saltbush Social Enterprises**

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info@saltbushnt.org.au

**[www.saltbushnt.org.au](http://www.saltbushnt.org.au)**

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**📷** @saltbush\_nt