

Contents

Philosophy and Values	2
Aim.....	3
Objective.....	4
Chairwoman’s report.....	4
Manager’s Report	5
Management Council Members 2021-22.....	8
Workers Employed.....	9
Students.....	9
Clinical Support Systems.....	9
Training and Workshops.....	10
Forums and Committees.....	10
A message from the West Street Centre Counsellors.....	11
The West Street centre Volunteers.....	12
Centre Improvements.....	13
West Street Centre community Events	14
Grants, Donations and Projects.....	15
Statistics.....	19
Treasurer's report.....	20

The West Street Centre works within a feminist framework and recognises that:

- Sexual assault is a violation of human rights and is a crime against the individual and society. Therefore, the entire community and all levels of government must take and share responsibility for its prevention and elimination.
- Sexual assault is both a consequence and reinforcer of the power disparity existing between men, women and children. It is a violent act of power, which in the main is carried out by men against women. We acknowledge that sometimes sexual assault is perpetrated by women and children.
- Sexual assault occurs along a continuum of violent behaviour which includes grooming, unwanted touching, sexual harassment and intimidation, coerced sexual activity, sexual assault and rape and can include other physical violence and threat to life.
- The impact of sexual assault on both the individual and society is multifaceted and complex, including emotional, social, psychological, legal, health, economic and political consequences.
- While we work within the Trauma Model framework, each individual deserves an individually appropriate response in the therapeutic work that we do together.



The West Street Centre has a commitment to social justice and change which is reflected in practice by:



- Working within a holistic approach which contextualises the individual within their community. We aim to provide a safe and supportive environment that promotes healing, personal empowerment and improved quality of life.
- Providing an ethical and confidential service within a framework of duty of care.
- Promoting equity of access for children, young people, women and families who have experienced sexual violence/trauma. In particular, community members who are Aboriginal and Torres Strait Islanders as well as community members who are culturally and linguistically diverse.
- Upholding the rights of victims/survivors of sexual violence:
 - To be heard and believed.
 - To have access to accurate information.
 - To enable informed consent and decision-making.
- Fostering choice, connection and control.
- Initiating, responding to and participating in proactive and preventative strategies, networking and media liaison. These strategies are designed to influence the attitudinal, behavioural, and structural changes needed within society to end sexual violence and improve responses to victims/survivors of sexual violence.
- Recognising that we as workers are transformed by the work that we do with each individual that we work with and that this reciprocal process contributes to the collective sustainability of all at the Centre.
- Promoting greater awareness of sexual violence against children within the wider community through advocacy, information and education.
- Being committed to reflective practice to ensure that, as a service, we are continually questioning, evaluating and improving our practice through case reviews, strategic planning and community consultations.

Aim

To provide a specialist service to people who have experienced childhood sexual violence, that supports their healing from the effects of this crime. This service will work towards social change from within a trauma-informed and feminist framework, embracing social justice principles of access and equity.

Objectives

- To provide counselling, advocacy and support responses appropriate to the range of needs and experiences confronting victims of sexual violence.
- To treat service users with respect, dignity and consideration at all times, by acknowledging individual differences and the impacts of complex trauma.
- To provide prompt intervention for children to ensure their ongoing safety, care and protection.
- To ensure that service users have easy access to information about the service and their rights within it.
- To provide transparent and respectful communication with service users.
- To work collaboratively with other services and support systems to meet the diverse needs of clients.
- To respond to community requests for information and education in order to enhance public awareness of issues pertaining to sexual violence.
- To maintain a high standard of professional practice through access to relevant education, training, professional development and supervision.
- To provide resources for the development of the West Street Centre community.



Chairwoman's Report

It has been another busy and challenging year for the West St Centre, with lots of positive work happening behind the scenes as well as in the direct work with the women, children and families who access the service.

A much-needed technology upgrade has taken place with funding from the Department of Communities and Justice SSFT program, with staff computers, laptops and phone system being upgraded. This has allowed more flexible communication within the centre, some working from home opportunities which also supports staff to meet reporting requirements.

The update of the centre logo and creation of a new website is nearing completion. This has been a significant piece of work for the team and will mean the West Street Centre's online presence reflects the values of the service and provides clear information. Special thanks to Joanna Jordan for creation of the artwork and Chris Marcatili for website design and construction.

Throughout the year, substantial work has been undertaken to update the Centre's policies and procedures, with Michelle and Chris driving this work and the team and committee reviewing and having additional input. This is important work to ensure our policies are up to date and reflect current practice. Thanks to all for the work involved.

We have farewelled some long-term Management Committee members this year, Connie Cowin and Claire McCosker. Connie sat on the committee for 5 years and served as secretary, while Claire was part of the committee for over 5 years and served as Chairperson. We would like to thank them both for the very valuable contribution they made to the West Street Centre and wish them well in their future endeavours.

We have also recruited new management committee members with a range of experience and different backgrounds - this strengthens our committee capacity. A warm welcome to Freya, Patrick, Megan, and Alison.

As management committee chairperson, I want to thank the staff for their ongoing commitment to the valuable work of the West Street Centre and acknowledge the impact this work has for all who access the service. Helene, Carol, Joey, Michelle and Anna continue to show creativity and flexibility in their approach to the important work of the West Street Centre. They have been supported in this by the important work of Chris, Sylvie and Maria. Thank you all for your ongoing passion and dedication to the West Street Centre.

Manager's Report

I would like to start my report this year by acknowledging all of the valued members of the West Street Centre Community who contribute to make this an enormously unique, independent and high-quality service for children, young people and women who have experienced childhood sexual abuse. This includes all the staff members who make up the West Street Centre team, the Management Committee members, the volunteers who facilitate the Catch-Up group and look after our garden as well as all the other people we service. It is a significant achievement to maintain a small, independent service and all contributions are vital to the ongoing success of the centre.



I have now been the manager of the West Street Centre for the last financial year and have learnt a great deal during this time about the evolution of the centre over the last 10 years. I have learnt how the commitment to provide holistic wrap around services looks in practice. For example, as the cost of living escalates with Australia experiencing significant inflation, the West Street Centre provides high quality fresh

produce through Oz Harvest, at a time where prices are prohibitively high to many of our clients and community. Another example is the Catch-Up group, which continues to provide an important adjunct to individual therapy work for women who benefit from connection and friendship from their peers in a safe environment.

The year has not been a straightforward one for any of us. COVID 19 continued to have an impact on the whole community, and it is well recognised that the isolation and other challenges of the pandemic contributed to reducing the mental wellbeing of people right across the Australian community. It also impacted on our client group by reinforcing the isolation and fear that can be ongoing effects of childhood sexual violence. We had to address the challenges of lockdown in the second half of last year creatively and safely. The team continued to release YouTube videos to keep the spirits of the West Street Centre Community strong while taking a break from groups and excursions. One popular initiative to address social distancing in the colder months was to conduct some client sessions on the group room's back veranda with a small woodfire burning.



The Department of Communities and Justice continues to provide most of the West Street Centre's ongoing funding, but the NDIS and other small grants are also a source of valuable additional funding. The benefits of providing some services through the NDIS are twofold. Firstly, it enables some women who do not fit the DCJ criteria for service delivery to have an alternative pathway to get services they need. Secondly, it has created additional income that we are able to use to enhance the

centre. NDIS funding is allocated to individuals usually on an annual basis, so it is not a fixed income and as such we are careful to ensure that it is utilised cautiously.

At the end of 2021, the West Street Centre was successful in securing strategic support through the Social Sector Transformational Funds to engage the SEFA team to support the centre with a three part project.

- Firstly, SEFA provided a literature review for the Centre and partnered with us to develop a service Theory of Change.
- Secondly, we were able to develop an Outcomes Measurement framework for the work we do.
- Thirdly, SEFA completed 6 qualitative case studies, direct stories from our clients about the impact the Centre has had on their lives and provided a thematic analysis.

This was a valuable opportunity to create evidence that the work we are doing makes a significant difference to the lives of our service users and will be utilised for future service promotions and funding submissions. Most importantly, I believe this project was able to articulate as well as accurately reflect the underlying values of the service and demonstrate these values in practice. We would really like to thank SEFA and the SSFT for making it possible for us to evolve our service in this direction.

I put some significant work into the development of some critical documents outside of the policy structure that are needed as the service evolves. The documents include

- A comprehensive Memorandum of Understanding/Agreement for potential private practitioners who may sublease clinical space from the service. This is an important agreement to have in place because it can be in both the Service's and our client base's interest to support high quality private practitioners to utilise our space when providing counselling to members of our target population.
- A second agreement regarding the use of therapeutic pets in the Centre. This has taken time and research as therapeutic animals is a fast-growing part of our industry with evolving evidence suggesting that animals are a very effective adjunct to trauma therapy. There have been, and continue to be, some challenges in implementing this agreement in the last 12 months as obtaining suitable insurance to cover therapeutic animals has been very difficult. We intend to continue to work on initiating the steps required to achieve a position where insurance is possible in the next financial year.



Management Council Members 2021-22

Chairperson	Melissa Tyne (NEAMI)
Treasurer	Patrick Davison (Community member)
Secretary	Freya Conomos (Community member)
General Members	Claire McCosker (Community Member)
	Connie Cowan (Community Member) Now retired

We want to thank the Management committee members for their time, commitment and the significant contribution they make to the West Street Centre and its community.

A special thank you to Claire for her committed and thoughtful approach to participating on the management committee.

Also, to Connie, who brought great maturity, wisdom and a grass roots perspective to the organisation.8

Workers employed during 2021-22

Sexual Assault Counsellor	Carol Micallef
Sexual Assault Counsellor	Helene Panaretos
Sexual Assault Counsellor	Joanna Jordan
Manager	Michelle Fraser
Casual Sexual Assault Counsellor	Deanne Dale
Casual Sexual Assault Counsellor	Anna Richardson
Bookkeeper	Sylvie Fernandes
Casual Contractor	Chris Marcatili
Casual Administrative Officer	Maria Kalaremos

Students

Diane Flack - University of Wollongong Social Work Masters student

Clinical Support Systems

As a part of the West Street Centre clinical support systems, the team engages in the following:

Weekly team meetings – As well as the general administration of the service, these meetings provide an opportunity for case management, peer consultation, review of the intake and waiting list, discussions around any current ethical dilemmas and anything else that arises during the week.

Case Management – Michelle provided monthly case management supervision in order to support staff to manage caseloads.

Clinical consultations – An external consultant is available to all counsellors, reflecting the West Street Centre's commitment to providing a quality service for the children, young

people and women that we work with. We have continued to consult with Loan Pham, as well as starting clinical supervision with Maria Orr from Anglicare.

Peer Clinical Support – Informal peer clinical support forms part of the day to day running of our service. Each counsellor is encouraged to debrief regularly as well as discuss any clinical issues or dilemmas that have arisen in their work. This informal context complements the more formal forms of support such as team meetings and fortnightly clinical consultations.



It also creates regular opportunities for counsellors to review their work with the support and input from their colleagues.

Staff Development – Another element of our weekly team meetings includes discussions around training needs and/or other staff development issues. Workers are also encouraged to summarise or give feedback about any training they have undertaken.

Counselling Reviews – Reviews have been designed to occur on a yearly basis. The aim of the review is to understand what has been happening in counselling over the past year, what has been useful and what further work is needed. A second counsellor comes in to conduct the review.

Shared Counselling – The WSC team has a shared confidentiality model which provides us with some wonderful therapeutic opportunities to work together with clients as a team. For example, in the last year we brought together two young women aged 11 and 12 to experience shared counselling while doing the Narrative Therapy Tree of Life activity.

Training, Conferences and Workshops

Due to some of the limitations we faced during the second wave of COVID, opportunities for training were limited and there was no staff training in this financial year.

Forums and Committees

Michelle attended the Wollongong Domestic Violence Interagency.

CASAC, the peak body for Child and Adolescent Sexual Assault Counsellors, continues to be a primary support for the West Street Centre team. The team and in particular Michelle have been attending regular meetings via Zoom.

A Message from the West Street Centre Counsellors



For the Workers' Report this year, Carol and Helene would like to share some of our thoughts about the significant change of structure that we have gone through from a coordinator structure to a service that now has a Service Manager.

As with all changes, it has taken time for us to settle into a new way of operating and leadership. Along the way there have been



many challenges as well as very positive outcomes and the process is an ongoing and evolving one.

As women who have worked at the West Street Centre, as well as in the industry for three decades, the process of negotiating a significant change, while holding close the essence of West Street and its community, was something we embarked upon with caution and openness.

We all had to go through a process of becoming reacquainted with each other, and a new team dynamic, as Helene and I had both worked with Michelle previously in different capacities.

After operating from a framework that relied primarily on oral history and unwritten systems, trust, resourcefulness and the hard work and creativity of the team, our new Management structure has enabled the time and space for many outstanding tasks and projects to be worked on. This has come as such relief and celebration, as important tasks came to fruition, and were "ticked off the list".

As the team becomes more upskilled in IT, our confidence is slowly growing as we feel a stronger sense of pride in our modernization and progress.

Collaboration and co-operation amongst the team continues to allow us all to feel valued and a vital part of the evolving process of change at West Street.

Michelle's clinical skills, insight and knowledge, especially around working with families has been a great asset to the clinical team. Having management of our caseloads also adds another layer of supportive scaffolding around our work, while our individual counselling styles have not been compromised.

With Michelle taking the main responsibility for the operational tasks, we now have more time and energy to focus on our clinical work. With more clarity of roles and responsibilities, this has alleviated much additional stress on our work loads.

We are thankful to counsellors Deanne and Anna who were able to fill in for us whilst we caught up with our annual leave. This has minimized disruption to the service and our clients. We are also deeply grateful for the amazing work of Chris and our Management Committee in the work they do, which allows us to do what we do best.

The West Street Centre Volunteers



In July of 2021 we were once again in lockdown. Catch-Up groups and all West Street community activities halted.

During lockdown Helene and Carol put together a video and shared it for the community. It was good to see that the West Street buildings, gardens and fish were all there and doing well. While we were all in lockdown, Michelle Fraser returned to staff at West Street and put out to the community an introduction video. Welcome back Michelle.

One volunteer commented that she found lockdown a good opportunity to return to self-care while acknowledging that she missed the Catch-Up groups and the valuable friendships.

November saw the return of group and West Street activities. Yes, we are back! It was so good to re-connect with staff and community. Having a cuppa with friends really does lift one's spirits.

December came too soon for the West Street community. We had a good Catch-Up group and talked about the end of year gatherings and our plans for the new year. West Street put on a lovely end of year lunch for the community, with good food and a bit of a sing-along.

The annual Christmas party was held at Stuart Park, with the iconic red lanterns to guide us all. There was swimming, good food, Santa, and fun for all. Two days later West Street sent out an email to inform everyone that a party guest had returned a positive Covid test. We had all been casual contacts. Personally, I did not mind having a quiet Christmas.

The staff and Volunteers of West Street came together in February 2022 to map out the year ahead around groups and activities for the community. During this meeting, Cheryl, who is one of the original founding volunteers, announced that it was time for her to retire. Cheryl has been an exceptional support to other Volunteers and the groups over the years and she will be very missed. We are very fortunate that she will happily still be around helping with the training of new volunteers, and we are happy to have her knowledge and experience still available to us.

With the coffee mugs washed and at the ready, catch-up resumed in March.

Cindy introduced rock art to the group. A community member tickled our taste buds with some lovely food that she made during group. In May we had a dance instructor, Miss Zoe, come in and teach us all some hip hop, and some hidden hip hop talents were discovered during this dance lesson!

Through May and June, Cindy ran a class during group catch-up and helped many of the community members make some decorative small clay trays. With Cindy's artistic skills and decorating abilities, the group has produced some really stunning clay pieces.

While currently there are only two of us, we have thoroughly enjoyed the learning and experiences of being a Volunteer at the Centre. We look forward to recruiting more volunteers who can join us in ensuring the Catch-Up group continues to be the vital support it is.

Centre Improvements

The greatest resource for the service is the freedom that ownership of the property brings to all the Centre's activities. Such ownership has allowed a planning of ongoing creative projects, which continue to change and expand the ways that WSC can provide for our community. Ownership also means that we have an obligation to care for the property. Over the past year we have:

- Upgraded the lights in the main building, including adding dimmers to some lights
- Continued to maintain the garden as well as developing some areas of the garden. Joey continues to be very instrumental in providing the Centre with her volunteer energy to help with this.
- Purchased new hoses to keep the garden watered
- Removed the pond from the back area of the garden as it was leaking
- Reorganised the kitchen area in the main building so there is more shelf space
- Organised a clean-up day where we were able to remove things that are no longer needed by the centre
- Initiated plumbing work as there is a problem with our plumbing system causing some blockages
- Initiated two insurance claims as the fence was blown over in extreme weather and the plumbing issues escalated into an insurance claim. Both are yet to be resolved.



West Street Centre Community Events



From July to October last year, there were no community events as we found ourselves in COVID 19 lockdown during this time. We did make up for this with two excellent end of year celebrations. Firstly, the Catch-Up Group had its end of year celebrations which involved feasting, fun and a fabulous sing-along with Deanne Dale. Deanne, who is a social worker as well as an experienced singer and guitarist, provided relief counselling while Carol was on leave during

the summer holidays.

The Christmas Party at McCabe Park this year was extremely well attended with over 40 women and children. The weather was beautiful and some of the young people were able to swim in the lagoon and ocean. Santa made her usual appearance and there were art and craft activities as well as lots of conversation.



Catch up group continued a quieter schedule of activities on the whole this year but in April we were able to return to providing group activities that have been funded through Coordinare. Catch-

Up Group members were treated to Hip Hop workshop conducted by Miss Zoe's School of Dance. The photos below give a little taste of this opportunity for women to learn a few new steps while having a lot of fun at the same time.



Grants, Donations and Projects

Technology Infrastructure Update

The last 12 months has seen an unprecedented upgrading and improvement with the technology infrastructure of the Centre. We were successful in receiving a DCJ Social Sector Transformation Fund (SSFT) grant for \$20 000 to upgrade computer technology within the service. The Centre had been utilising older computers that were starting to deteriorate and as there is no room in the current budget to purchase new infrastructure, the SSFT grant was a lifesaver! With this grant we were able to purchase two good quality new desktop computers as well as 4 laptops, docks and ergonomically approved workspaces.

Additionally, we were able to purchase the booster needed to allow for internet use in the group room. During the financial year, we were surprised when an extra sum of approximately \$7 000 was given on top of the original grant. This meant that our archaic telephone system could also be fully upgraded. This was of enormous benefit to service delivery because it meant that we could access landline messages offsite through our email, allowing greater flexibility of work patterns and responsiveness to clients.

Last but not least was the purchase of 3 iPhone 11's for staff use, funded through a grant from SERCO. This has bought with it the opportunity to work flexibly and communicate more efficiently within the current service delivery environment.

Our biggest challenge as an organisation in the near future will be to continue to afford the costs implicit in the maintenance of the complex technology that is now embedded in doing business in the social sector environment (as well as the rest of our society). It requires the expert outsourced IT support not originally included in our budget.

The Power of Social Connection: Coordinare

In late 2019, Coordinaire, a subsidiary of the Illawarra Primary Health Network, provided \$8718 to support funding for group activities to increase social participation of the service's peer facilitated Catch-Up group. The COVID- 19 restrictions continued to interfere with the plans in late 2021 and early 2022.

We were able to organize a Hip Hop workshop with Miss Zoe's dance school in April of this year and have shared some photos in the report. With another wave of COVID over the winter months, we have held off on the other planned activities and hope that we will be able to make them happen in the next financial year. The team continues to be appreciative of the opportunity to provide our community with such enjoyable, fun-filled and memorable activities and the chance to connect to such a strong sense of community spirit.

Website and Logo

This year we are proud to have completed what is commonly referred to as “rebranding” of our identity and image in the community to reflect the West Street Centre in 2022. The front cover of the report utilises some of the artwork featured on the soon-to-be-launched website, which was created by Joanna Jordan in consultation with staff, clients and the Management Committee. An IMB grant funded this work and we are very grateful for the ongoing support IMB provides to our service.

The ideas behind the imagery we eventually decided upon, an Australiana nature theme, had their genesis in the West Street Centre garden. It was initially chosen by the volunteers for the planned playground mural, which is in keeping with what the Centre has strived to achieve in providing clients with a healing environment.



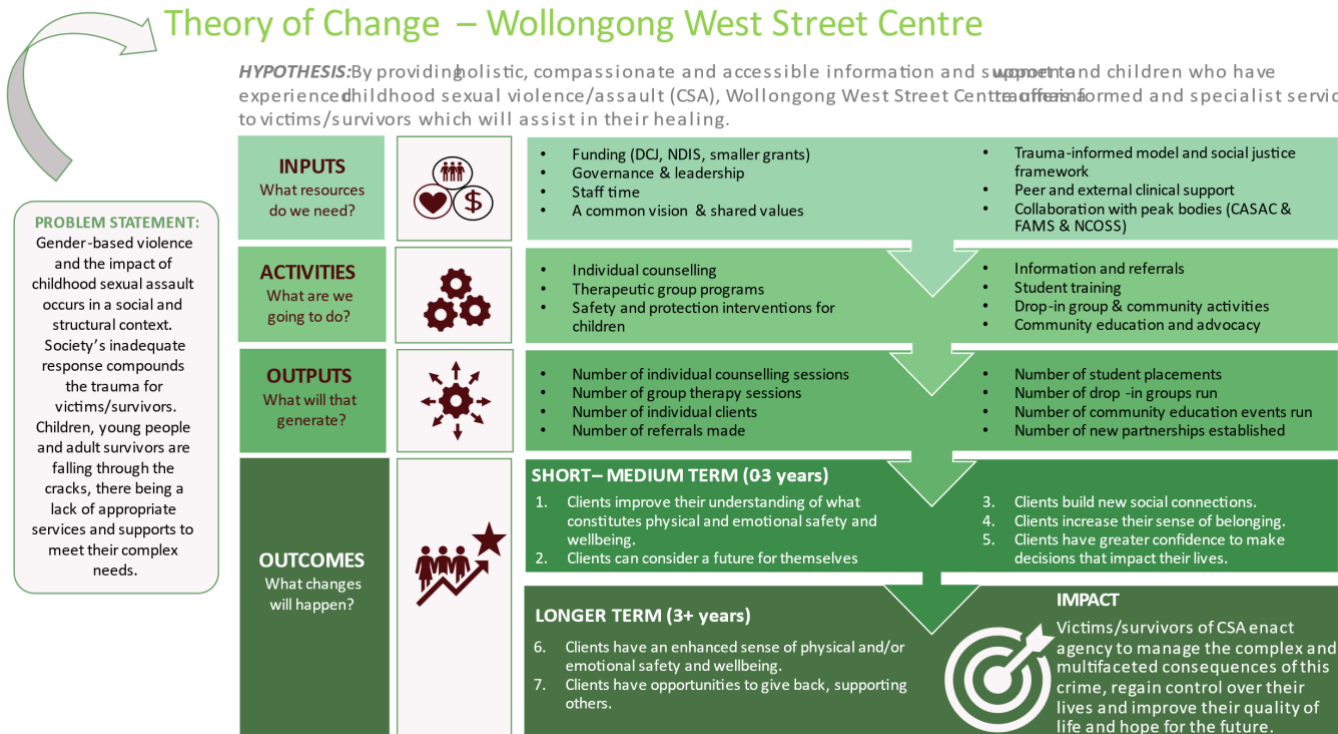
The logo (above) is now finalised and has had much positive feedback.

SEFA Project

This project has been discussed in the Chairperson’s and Manager’s report and we wish to acknowledge DCJ for providing the funding that allowed us to work with SEFA to achieve all the outcomes we hoped for. The final report, which includes all three stages of the project, is provided as an attachment at the end of this report.

Theory of Change – Wollongong West Street Centre

HYPOTHESIS: By providing holistic, compassionate and accessible information and support to children who have experienced childhood sexual violence/assault (CSA), Wollongong West Street Centre offers informed and specialist service to victims/survivors which will assist in their healing.



SAHSSI

We would really like to thank the team at SAHSSI, particularly Kathy for the generous donation of gifts that we were able to distribute to our community at Christmas time. For many of our families, this was an important contribution to their Christmas celebrations.

Oz Harvest



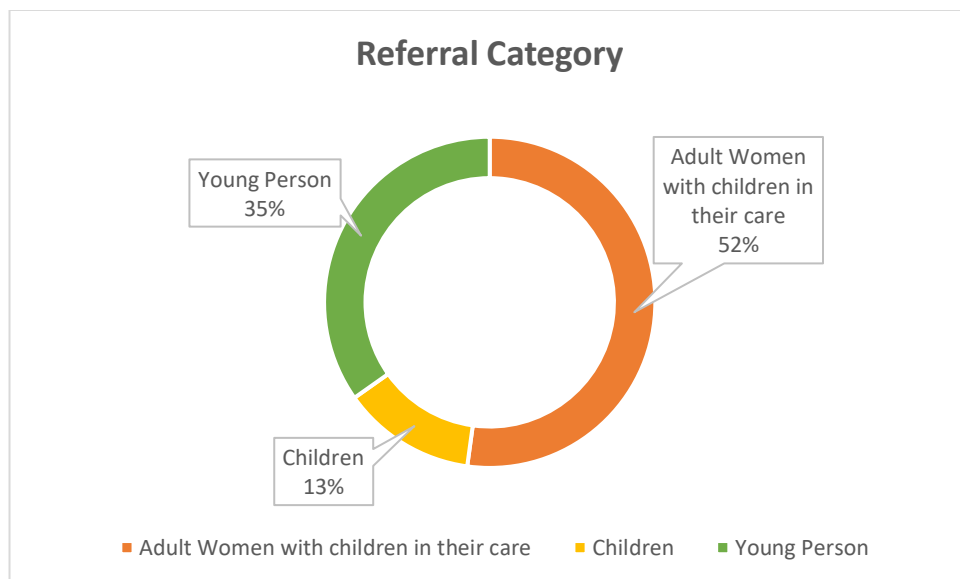
The Team has never been as glad to have the generosity of Oz Harvest as over the past year. With COVID restrictions, inflation, loss of income and living with the fear of getting sick, it was a relief to be able to provide many of our community with good quality food.

The big yellow van pulls into our driveway twice a week and the team bring us fruit and vegetables, meat, breads, cereals, hygiene products and many other necessities and sometimes a few luxuries.

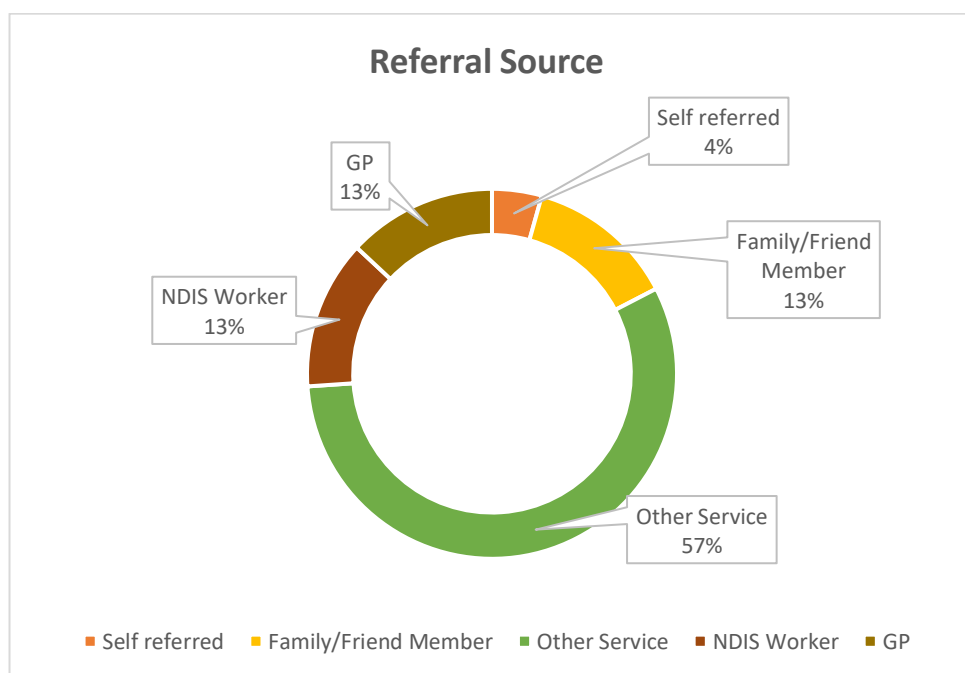
The food that we receive from Oz Harvest also provides lovely snacks and treats for our Catch Up group and the ravenous young ones that come straight from school for counselling. Thank you Nicole and the Team for your special attention to West Street's needs – always looking out for where you can help.



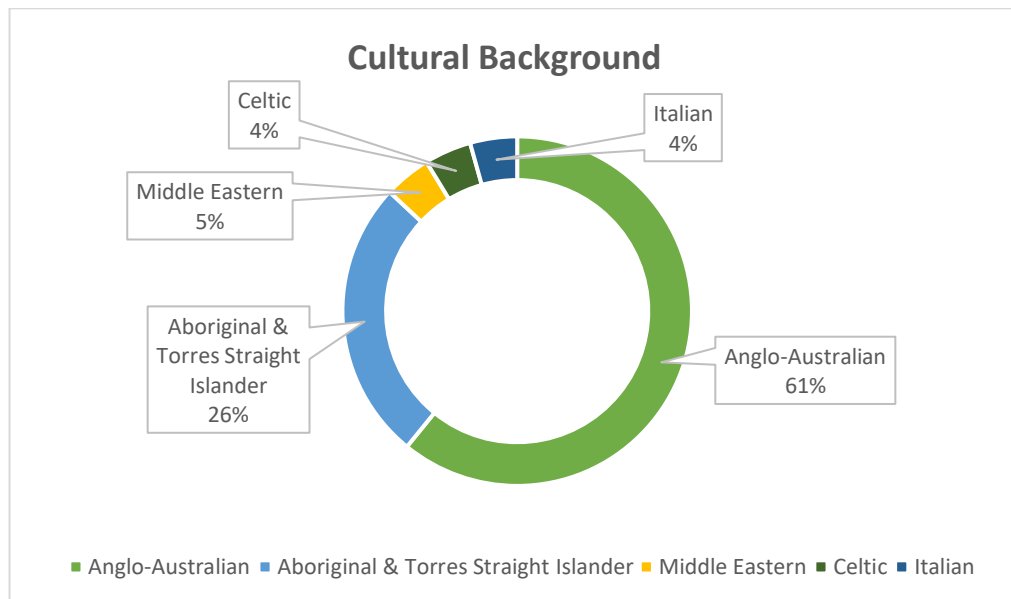
Statistics: current data from 2021-22



From the above diagram, we can see that adult women with Children under the age of 18 in their care, represent approximately half of the counselling work provided by the DCJ funding of the Centre. There has been a significant increase in young people and their families being provided with counselling services, a rise from last year from 14% to 35%. Children 12 years and younger represent 13% of the referrals and is similar to our last year's profile. It is important to note that, while the proportion of children referred is relatively small, the nature of working with children and their families involves significantly more systems and case management work and for this reason can represent more hours worked per child/family than it would seem from this number.



While there are a range of pathways for women, young people and children to find the West Street Centre, the most common way is for other service providers to tell them about us. This year there was a significant rise in referrals from other service providers, which includes other government and non-government services, private practitioners and NDIS workers. There does appear to be a reduction in self referrals and those from family and friends. This may suggest a reduction of accessibility to the general community to the centre, but it also may be connected to the increase in referrals of young people who may need the mediation of another form of support to find their way here.



From 2021, there has been a significant increase in referrals of people who identify as Aboriginal and Torres Strait Islanders (from 11.5% last year to 26% this year). Given that we know that Aboriginal and Torres Strait Islanders are overrepresented in statistics about populations that are harmed by childhood sexual abuse, we hope to continue to improve our accessibility and cultural safety in a way which enables more ATSI people to utilise or services. On the other hand, it is clear that while we continue to receive a greater number of referrals than we can manage at any given time, we need to do better at accessing the many communities in the Illawarra where English is their second language.

Treasurer's Report

I am very pleased to report that despite a difficult year caused by COVID, the 2021-2022 financial year has seen a continuation of the strengthening of the Centre's financial stability.

The overall results provide us with the confidence that our efforts and plans to make West Street a viable long term service provider have been very successful.

An analysis of the financial results confirms that West Street is in a position to be able to meet all its commitments as and when they are due and is a viable trading entity.

- Total Income is down by 16.84% from \$555,440 to \$461,918, a decrease of \$93,522.
- The main reasons for the decrease in income are
 - cessation of the COVID assistance which accounted for \$26,878
 - decreases in funding (mainly one-off) of \$37,156 on the previous year
 - the NDIS income generated by the Centre of \$57,193 was a decrease of \$10,259 on the previous year.
- Operating expenses for the year increased for the year. Total expenditure for the year was \$450,481, compared to \$428,565 in the previous year. The main areas of increase were salary and salary related costs.
- The provisions for employee leave (Annual Leave and Long Service Leave) have been included in the total expenditure. These accounted for \$30,202 of total expenditure, thus securing financial reserves for future employee entitlements whilst not reflecting as direct profit.
- The overall result for the financial year was a deficit of \$30,176 compared to a surplus in the previous year of \$68,958. The deficit is solely attributable to the NDIS cost centre. The NDIS cost centre had a surplus of \$52,915 in the previous year. The deficit for this financial year is the utilisation of some of the prior year's surplus.
- The balance sheet of the organisation shows an excess of assets over liabilities. Specifically, there is an excess of cash at bank over current liabilities. This is an indicator of the organization's ability to pay its debts as and when they fall due. It is important to note that the land and building's value on the balance sheet is shown at only \$240,953. Any asset revaluation would result in this increasing to circa \$1m (improving equity substantially).

HIGHLIGHTS

- Cash holdings decrease year on year from \$222,035 to \$218,388.
- The Commonwealth Bank loan facility remained steady this year.
- Salaries and salary on costs expense increased from \$264,476 in 2021 to \$295,070.

Overall, this is an excellent result, which we can build on for the 2022/2023 financial year.