



Annual Report 2020-21

Our Profile

Curijo is a professional services consultancy business, headquartered in Canberra with a growing office in the Illawarra, and a growing presence throughout NSW, including in Sydney, Young, Oberon, Nowra, and Albury.

We are Supply Nation Certified, and we are 68% Aboriginal owned, 78% of our management team are Aboriginal and 83% are women. We also have around 40 staff members, 65% are Aboriginal staff and we are proud to have been successful with this goal of maintaining over 50% Aboriginal staff since we began 6 years ago.

We believe our work makes a difference for Aboriginal and Torres Strait Islander Peoples by creating a pathway to engage and be successful in the delivery of high-quality professional services. We have many supporters assisting us in this endeavor.

Our Purpose

To increase equity and prosperity for Aboriginal Peoples and all Australians through connections, leadership, truth telling and education.

Our Vision

Curijo is trusted and respected as the leader in Professional Services and a Role Model for Aboriginal Business.

Our Values

- Working in reconciliation for Aboriginal Australia
- Focusing on quality and exceeding expectations
- Sustaining a team that loves working together
- Believing in what we do
- Working for the mutual benefit of all parties
- Culturally safe service delivery

Our Goals

- Curijo plays its part in honouring diverse Aboriginal cultures
- Develop a diverse client base where we are valued by two-way learning philosophy and strength-based approaches
- Embed the Curijo values to enable our workforce to feel valued, meaningful and part of the Curijo story
- Grow our service offerings to meet customer needs



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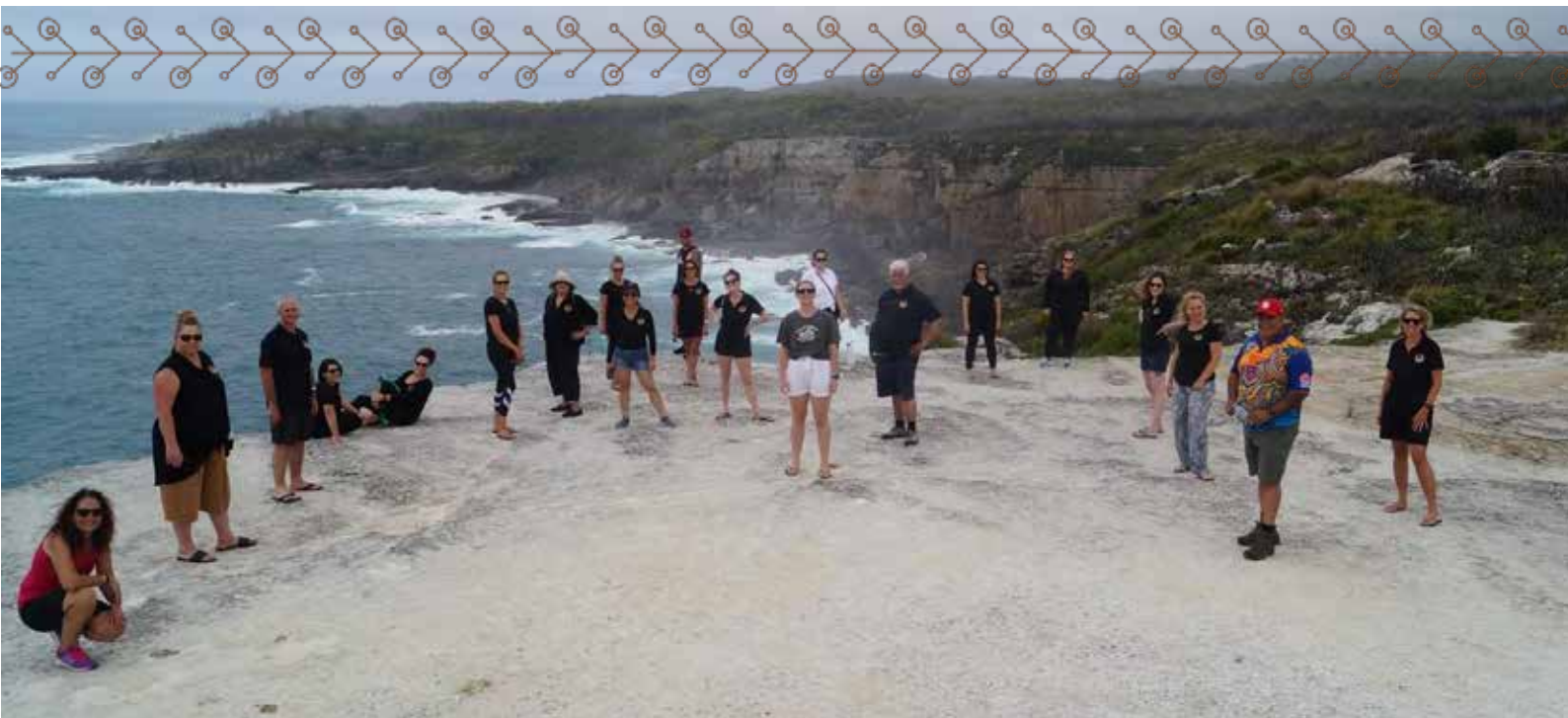
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Curijo recognises and respects that Aboriginal and Torres Strait Islander People are first peoples and traditional custodians of this country. We pay our respects to elders both past and present and extend that respect to all Indigenous peoples of this land. We acknowledge the rich and diverse cultures and the long history of Indigenous Australia. We understand the important role of maintaining these rich cultures and the ongoing relationship with the land.





FOREWORD BY THE GENERAL MANAGER



Belinda Kendall

GENERAL MANAGER

It is with pleasure that I present the Annual Report for Curijo for the Financial Year 2020-21. This Annual Report contains Case Studies and Achievements that are a credit to the Team for all their hard work.

It has been a fantastic year with growth and opportunity, our team continues to grow and strengthen with the skills, expertise and experience our Curijo family bring to our team and high-quality professional services. This has supported us to meet our social responsibility aims to improve outcomes for Aboriginal people and all Australians.

The COVID-19 pandemic has brought its challenges for all people and business, we have not been without challenges along the way. We have been able to be innovative and creative to continue to meet the needs of our clients to continue the quality professional services and have received excellent feedback. We thank our staff for their commitment to Curijo and their ability to be flexible and adaptive.

The Management Team at Curijo has significantly expanded in the past 12 months with staff stepping up into leadership roles and new people joining the Curijo team. This has been a great expansion of our business, taking it to the next level. We look forward to continuing to seeing growth and development across our team in the coming year. Our Curijo team has 35 employees across the ACT and NSW.

At Curijo we are committed to providing high-quality professional services across our two primary practices:

- Business, Evaluation and Audit
- Community, Culture, Education and Change

We consistently strive to deliver value for money solutions for all organisation's including community, private and government. We have been able to adapt in today's fast evolving environments and maintain to meet and exceed client expectations.

We look forward to working with you in the coming year.

Belinda Kendall



CHIEF FINANCIAL OFFICER REPORT



Darren Schaeffer

CHIEF FINANCIAL OFFICER

2020-21 was another productive year for Curijo, seeing growth of 20% in sales (excluding partner sales) taking us to just over \$4 million in total revenues. Our financial indicators are all positive and within expected benchmarks.



Operating Income

The 2020-21 result was less than expected due to the impacts of Covid and the slow-down in procurement in the public sector early in the financial year.

Our Future

We continue to plan for modest growth across our industry sectors, including leveraging each jurisdictions Indigenous Procurement Policies, in whatever form they are. We will also continue with sensible diversification across these industry sectors. Aligned with our aims is the continued investment in our workforce, so that we are delivering quality services to all our engagements at all times, and creating an environment where people want to come and contribute.



BOARD CHAIRPERSON



Tina McGhie

BOARD CHAIRPERSON

Curijo continues to grow and has established itself as a respected voice in the professional services sector in ACT and NSW. Whilst COVID-19 led to some of our services moving back on-line, we have continued to enhance our skills, and appreciate the value of face-to-face connections. This annual report highlights the many achievements of Curijo over 2020-2021 and the impactful work the organisation has undertaken.

I would like to take this opportunity to thank all the staff, especially our leadership team for their excellent work maintaining the needs of our clients in the pandemic, despite the disruptions and challenges it posed.

This was the first year of implementing our new strategic plan for 2020-2025, and the core of this plan remains to increase self-determination, equity and prosperity for Aboriginal Peoples and all Australians through Connection, Leadership, Truth-telling, and Education.

2020-21 our first General Manager role was introduced, and Belinda Kendall has certainly hit the ground running. New policies and procedures have been introduced to support Curijo's future growth and there was a change in practice areas to enhance our leadership team. This growth has seen the development of a range of operational processes foster organisational growth, provide employment pathways and professional development opportunities within and across teams.

During 2020-21 we have applied a renewed focus on advancing our leadership team and workforce development to ensure there is a strong and capable workforce ready and equipped to meet the needs of our internal and external clients. In building on the strategic direction and outcomes, Curijo leadership team have focussed on learning to live our values, whilst developing a strong organisational foundation.

I must acknowledge the hard work and dedication of the board and staff that have driven the organisation through another year of unprecedented challenges. It is the passion and commitment of our teams and board that drive the work we do. Despite the challenges of 2020-21 I believe Curijo will continue our journey of growth and achievements and thank all whom have contributed.





Curijo is a word
developed by the Curijo
partners which means

Family



PRACTICE AREA – PROJECT CASE STUDIES

Case Study One: Working in partnership with the NSW Government

Permanency Support Program (PSP) Sector Workforce Development and Training Service

Curijo Pty Ltd was engaged by NSW Department of Communities and Justice (DCJ) as the lead organisation of the development, structuring and establishment of the Permanency Support Program (PSP) Sector Workforce Development and Training Service. This project is run in partnership with the sector and includes: the implementation of a state-wide development service which focuses on upskilling across key learning areas through web-based learning; coaching and mentoring; facilitating shared learning experiences; face-to-face training; developing resources; and promoting PSP resources that are owned and funded by DCJ.

The core deliverables of the PSP project are:

1. Develop a project management plan to guide research, deliverables, evaluation and timeframes for successful project delivery
2. Finalise of the preliminary PSP Sector Workforce Development and Training Strategy through cross-sector engagement and consultation to identify specific needs and guide a suite of tailored learning and development resources.
3. Resolve PSP knowledge gaps through the analysis of consultation using evidence-based information to meet needs across a broad range of organisations and service levels.
4. Training design, development and delivery through leading cross-sector working groups using the training needs analysis identify, scope, design, develop and deliver resources via varied means including factsheets, podcasts, pre-recorded webinars, live webinars, face to face training and links to other resources.
5. Establish a repository of PSP resources, publications and training – through the design, development and delivery of a user-friendly web-based repository for resources. The website holds resources, training, registration, membership, course information and an area for ongoing sector feedback.
6. Develop and maintain an interactive and engaging online learning platform aimed at PSP professionals to engage and facilitate an online community. The platform is utilised for live webinars, coaching sessions and information sharing to ensure active participation in learning and includes the repository of resources in an accessible format
7. Upskill child and family practitioners of PSP funded service providers enabling them to better deliver the PSP by providing professional support to collaborate and understand the sector needs at all levels, professional coaching, implementation, evaluation of two Aboriginal and Torres Strait Islander Family Safety Measures and managers to explore service delivery conundrums and dilemmas.
8. Facilitate shared learning opportunities through identification and assessment of needs across service providers to better meet the needs of children, young people and their families.
9. Provide a comprehensive and mixed method evaluation framework of Quality Assurance mechanisms to ensure monitoring and quality control throughout the implementation of the project. This also included mechanisms be put in place to support an outcomes evaluation at the conclusion of the project.



Case Study two: Provision of Internal Audit Services

2016 to present - AIATSIS

Curijo are the outsourced internal auditors for AIATSIS, performing internal and performance audits on behalf of the Audit and Risk Committee of the organisation based on the approved internal audit plan. Curijo performs a risk-based audit including controls tests and data analytics on specific audit topics and provide a detailed report identifying audit findings and practical recommendations for the organisation to mitigate business risks.

Our Approach

As the internal audit service provider for AIATSIS we have developed the three-year strategic audit plan, developed and carried out the annual audit plan, reported to the Audit and Risk Committee and provided ad hoc advice as needed. Our performance audits have covered a range of topics, including:

- Financial Management and Financial Close Processes
- Stakeholder Management Protocols
- Business Continuity Management
- Protocol and practices during COVID-19
- General HR Controls
- Key Performance Indicators FY18/19

Our Result

Curijo has provided practical recommendations and we received positive feedback from the Senior Executive Board and the Audit and Risk Committee on the quality of our audit work and our dedication and responsiveness to the organisation changes in the last four years.



Case Study Three: Family led decision making in a culturally sensitive manner

Family Group Conferences

Curijo's Child and Family Services team facilitate Family Group Conferences throughout NSW and the ACT for both government and non-government agencies. This service delivery supports and promotes family led decision making through the use of trained facilitators who mediate the process to help provide support to children and young people unable to live with their families.

Our Approach

There are three main stages to a Family Group Conference: information sharing, family time and Family Plan sharing. These Family Group Conferences are conducted by highly experienced and culturally safe, Aboriginal and non-Aboriginal facilitators. Curijo have worked hard to build positive relationships with families, ensure that the child or young persons have a voice and are heard as well as working with the agency to ensure the child's needs are met and agreed upon. Curijo also facilitate the process to support family involvement and agencies that may provide existing support to the family to help them care for their child or children. Curijo have worked with a range of agencies and families who have



provided positive feedback on their experiences, and this has seen repeat clientele. Our Curijo facilitators ensure the fidelity of the model is honoured and help support a positive outcome for the child in the form of an agreed Family Plan that can be implemented and then later reviewed. Family Group Conferences are future focused which aligns with Curijo's strengths-based approach to services and values.

Our Result

During this year the Child and Family Services team have facilitated 105 Family Group Conferences for both Aboriginal and non-Aboriginal families with many families from diverse cultural backgrounds. Curijo facilitates the process to work towards Family Plans that can be implemented and supported to help improve the outcomes of the child or young person. This has seen many children and young people connected back to their families, have family members considered as Kinship Carers, the development of ongoing and regular family visits and connections and to help learn a child's family and cultural history. It has also helped to rebuild relationships between agencies and families to ensure that the child or young person's needs are prioritised and that they work towards a common goal that is child-focussed.



Case Study Four: Design, development and delivery of training

Consultation, Design, Development and Delivery, of the Working with Aboriginal Families component of Casework Development Program – NSW Department of Communities and Justice (DCJ)

Upon ongoing and consistent high-quality delivery of DCJ casework development cultural component 'Culturally Reflective Practice', Curijo was approached by DCJ Office of Senior Practitioner to be the leader in the development, design and delivery of their new cultural component of the Casework Development Program. Curijo was responsible for the development of the training structure and content, and for the inclusion of consultation feedback and views of other stakeholders, departmental staff and community voices. Curijo was required to develop the trainers' manual, and presentation PowerPoint to accommodate.

Our Approach

Curijo was included in the initial consultations and began co-designing the *Working with Aboriginal Families* training program with DCJ. After the first development Curijo had multiple reviews with DCJ to consolidate the information and content that was expressed as important by multiple sources community members, community service workers who were both Aboriginal and non-Indigenous.

With multiple consultations and redesigns Curijo was able to produce a training program that DCJ were happy with, a program which is evidence-based and underpinned by the department's policies, frameworks and best practice. Curijo compliment the training with unique interactive activities which align to the program content.

Curijo delivered the train-the-trainer to other training facilitators and Learning & Development staff. When the COVID-19 pandemic began, Curijo's staff were quick and agile in adapting the training delivery to a virtual setting.



Our Result

DCJ provided positive feedback and gratitude for the work that Curijo staff delivered for the new training program, the delivery of the train-the-trainer occurred with positive feedback and is currently being rolled out to all new caseworkers across NSW.

Three of Curijo's Aboriginal trainers continue to deliver this component for DCJ, adapting accordingly to the changing public health requirements.



Case Study Five: Culturally sensitive and trauma-informed engagement

The Aboriginal and Torres Strait Islander Framework – ACT Corrective Services

Curijo Pty Ltd was engaged by ACT Corrective Services (ACTCS) to develop the Aboriginal and Torres Strait Islander Framework to assist ACTCS in its services design and delivery related to interactions with Aboriginal and Torres Strait Islander people throughout corrective services, including detainees and people on community corrections.

Our Approach

Curijo identified and arranged consultations with a broad range of stakeholders, commencing with senior Aboriginal community members in the ACT to inform the stakeholder engagement, followed by comprehensive information gathering through consultation with ACTCS staff, detainees, people on community corrections orders, interested family and community members, service workers, Aboriginal organisations and governing bodies, including the United Ngunnawal Elders Council and the Aboriginal and Torres Strait Islander Elected Body. Our approach ensured community voices and perspectives were accurately reflected in the framework and provided to the client in a supporting document to strengthen community relationships and decrease the risk of consultation fatigue.

Our Result

We developed an Aboriginal and Torres Strait Islander Framework that reflects the voices of the ACT community and addresses cultural safety, culturally responsive services and healing programs, rehabilitation, connection to culture, and kinship systems.





Belinda Kendall and Robyn Forester from Australian Indigenous Leadership Centre attending the Kimberly Aboriginal Women's Leadership Roundtable in May 2021 in Broome WA. Over 85 Kimberley Aboriginal women came together with women from NPY lands and New South Wales to commit to co-design of a First Nations women-led action plan and a Council.



SPONSORSHIPS

LOCAL COMMUNITY SUPPORT

Muli Warriors – Community Rugby League

Orange United Warriors – Community Rugby League

Boots for One and All Community – Community Sporting Gear and Sanitary Items

The Indigenous Literacy Foundation – Remote Community Book Supplies

Indigenous Allied Health – Laptops for Aboriginal High School Students

Woomera Aboriginal Corporation – Culture Camps for Children in OOHC

Aboriginal Legal Service (NSW/ACT) – Culturally Safe Legal Services

Seed – Indigenous Youth Climate Network

Firestick – Cultural Learning Pathways to Fire and Land Management

AWARDS AND CONFERENCES

Sisters in Spirit Aboriginal Organisation – Official Launch

Canberra & District NAIDOC Aboriginal Corporation – NAIDOC Awards

Goolarri Media Enterprises – Kimberly Aboriginal Women's Leadership Roundtable

Department of Education – Nanga Mai Awards





SPONSORSHIP TESTIMONY – ORANGE UNITED WARRIORS

*The sponsorship Curijo has provided Orange United Warriors has enabled us to be a strong competitive club in 2021 both on and off the field. We were able to provide our players with quality playing uniforms and training gear, resulting in players having a strong sense of pride and belonging. As you are aware we are a family orientated club that aims to support our members to build social capital, and often this is centred around the drinking culture of football clubs. Your support has helped us to **not** have a bar at our games. The bar facilities were used to raise money for the club. This year due to your sponsorship we have not had to do that. This felt good for our club to further implement the values to not only our supporters but supporters of other clubs who travelled to play in Orange. The sponsorship also allowed the club to further establish itself as a leader in introducing our young Aboriginal kids into sport with this year having our United Warriors junior girls league tag teams play for the first year under our United banner*

Being an Aboriginal business, your logo alone has installed pride and passion not only in our players and committee members but the whole of our community who supports our club not only in rugby league but across our other sports of netball, basketball, league tag and hockey. The logo was always a conversation starter when seen worn by our players and supporters, this with the tens of thousands social media comments and likes has thrown CURIJO's name out into the sporting arena right across Orange and the central west region not to mention the far reaches of social media.

All of our players, supporters and committee members would like to thank CURIJO for your generous sponsorship for the 2021 season, both our men's and women's team made it to last weekend's Grand Final unfortunately both teams lost, but as a club in only our second year (of rugby league, we have been established in other sports for the last 7 years) we have taken this as a massive win for our club and this would not have been possible without the support of CURIJO.

Jason French - Orange United Warriors



PRO BONO

Every year Curijo continuously gives back to our community by undertaking Pro bono work in varying fields.

- Karralika - Board Presentation
- Supported Accommodation and Homelessness Services Shoalhaven Illawarra - Board Meeting
- CIBN - Young Change Agent Entrepreneur Leadership Program planning
- CIBN - Directors Meeting
- AbSec - Board Meetings
- AbSec - Constitution Change meeting
- AbSec - Policy Committee
- University of Wollongong - Strategic Planning Panel
- University of Wollongong - Shark Tank Panel list
- Health Directions - AGM and Board Meeting
- Bathurst JCPR CW - Consultancy
- TLSWi - Meeting
- TLSWa – Meeting
- ANU College of Business and Economics Momentum Program



STAFF INVESTMENT

We recognise that the capability of our staff is at the heart of our success. That is why our organisation's strategic plan identifies investing in our people and culture as one of our four key strategic outcomes. Curijo aims to embed the Curijo values to enable our workforce to feel valued, meaningful and part of the Curijo story.

Developing our People

Curijo is supportive to further learning and development opportunities of its employees. Delivery of internal group training is regularly offered to further develop employees skillsets or to provide a refresh in certain areas.

In addition, we offer to assist financially with formal training to promote continual growth with an employee's role where benefits are mutual and learnings will enhance business growth.

As part of our recruitment program, all new employees attend a Cultural Awareness Training session to support our strategic outcome of honouring diverse Aboriginal cultures.



Leadership Investment

We recognise the importance of leadership, growth and development across our Management Team. Bi-annually the Management Team participate in a Strategic Planning Retreat held in a tranquil location to allow our leaders to align personal and corporate priorities to the most important organisational value drivers.

Motivational Map Accreditation

Motivational Maps are a tool designed to help individuals or teams understand motivation and how this knowledge of motivation can be used to enhance performance and productivity in the workplace. Curijo offers Accreditation to employees to become practitioners to further develop their skillsets.

Wellbeing

Wellbeing and mental health are a major focus at Curijo. Initiatives are continually and regularly implemented including check-ins with line managers, monthly surveys and WHS checklists completed to monitor and manage employee's wellbeing.



Each year Curijo takes all staff away on a Team Building Retreat at Christmas. The retreat is a perfect balance on team building, workshopping, cultural activities, year reflection and a Christmas celebration.

Flexible Workplace

Creating a flexible environment for employees instils trust and respect whilst improving productivity, innovation and a happier workplace. Curijo occupies two offices for employees to utilize however supports remote working and flexible hours for employees to create a balance between work and home life that meets the organisational needs, whilst supporting the employee.





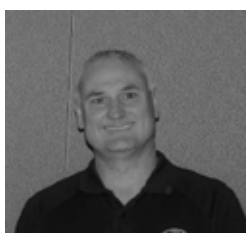
Belinda Kendall
General Manager

Qualifications

- Post Graduate Certificate in Indigenous Business Leadership UOM
- Post Graduate Certificate in Indigenous Trauma and Recovery Practice UOW including Aboriginal and Torres Strait Islander Program Evaluation
- MURRA Indigenous Business Masterclass
- Professional Diploma in Therapeutic Life Story Work
- Certificate IV in Business (Governance)
- Certificate IV in Training and Assessment (Upgrade)
- Diploma in Community Services Coordination/Management
- Family Group Conferencing Accredited
- Therapeutic Crisis Intervention
- Motivational Map Practitioner Accredited
- Certificate IV in Project Management
- Certificate IV in Frontline Management
- Certificates III and IV in Telecommunications

Associations and Affiliations

- Australian Community Workers Association Member
- The Aboriginal, Child, Family and Community Care State Secretariat Member
- Secretariat of the National Aboriginal and Islander Child Care – National Voice for our Children Member
- Canberra Indigenous Business Network Aboriginal Corporation – Chairperson and Member
- Karralika Programs – Drug and Alcohol Rehabilitation Board Member
- Supported Accommodation and Homelessness Services Shoalhaven Illawarra Board Member and Member
- Canberra Women in Business Member



Darren Schaeffer
Chief Financial Officer

Qualifications

- Master of Business (Research), *University of Canberra* (current)
- Master of Business Administration (Public Sector)
- Bachelor of Business (Accounting)

Associations and Affiliations

- Member of Australian Evaluation Society (AES)
- Fellow Certified Practising Accountant (FCPA)
- Graduate of Australian Institute of Company Directors (GAICD)
- Associate Member Institute of Internal Auditors (IIA)
- Motivational Map Analyst





Tina McGhie
Chairperson

Qualifications

- Graduate Diploma in Employment and Labour Relations Law UOM (current)
- Graduate Certificate in Indigenous Business Leadership UOM
- Certificate IV in Training and Assessment
- Murra Indigenous Master Class UOM
- Professional Diploma in Therapeutic Life Story Work
- Graduate Certificate in Indigenous Trauma Recovery UOW
- Motivational Mapping Accredited
- Family Group Conferencing Accredited
- Diploma in Community Services - Management

Associations and Affiliations

- The Aboriginal, Child, Family and Community Care State Secretariat (Absec) Board Member
 - Directions Health Services Board Member
 - Secretariat of the National Aboriginal and Islander Child Care – National Voice for our Children Member
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CURIJO PARTNERS

Providence

iDC Indigenous
Defence
Consortium

AMK LAW



CURIJO CERTIFICATIONS



FIRST AUSTRALIANS
CHAMBER OF COMMERCE
AND INDUSTRY



CURIJO AFFILIATIONS

