

focus

Dream it...Live it

Annual Report
2018

Chairman & CEO

On behalf of all our colleagues we offer you the forty-sixth Annual Report for Kindilan Society.

As it often does, compiling the Annual Report has provided an excellent opportunity to stop and reflect on just how much has been accomplished over the last year.

NDIS

Although we have been talking about it for several years, it is now less than six months to our transition to the National Disability Insurance Scheme (NDIS).

This year has been exceptionally busy; everyone is working to capacity to assess all our systems and processes and ensuring we are ready to embrace this completely new way of conducting the business.

We know the disability sector is experiencing one of the most disruptive changes in memory and some of the publicity has not been positive; but we must remember this is a scheme in its infancy, it will mature over time and we will all get a much better understanding of how it can work to the benefit of the people attending our services.

Current funding models have always had their limitations; we are very excited to be able to develop our service offerings free from the many constraints we have had to face in the past. As we work towards further identifying the needs, interests and goals of our clients; we want to explore the things that will make a genuine difference in their lives and increase their participation in their community.

The reality is, there are overriding positives to the introduction of the NDIS. For the first time, people with a disability have been placed at the centre of all decision making; they will make their own decisions about the opportunities they wish to take up. This scheme needs to be supported.

The scheme highlights the importance for **focus** to have greater engagement with the people who use our services, always seeking their feedback about what they want; involving them in all aspects of planning.

During the year we have held a number of NDIS information forums for staff and families to support them to understand the scheme and begin planning for transition next year.

We have made a commitment to our clients and their families to ensure they are fully prepared for the changes and the opportunities that will be available to them. The key to interacting with the NDIS is ensuring you are well prepared. We have invested heavily in the Support Planner roles to support families; and we will continue in our endeavours to provide assistance for you to do this confidently.

Operationally it has been an excellent year; both our family and staff survey/s rendered results that demonstrated we are well positioned to launch into the changes expected. The Certification process once again verified that we have everything in place to ensure we are able to offer quality services to those who choose **focus** as their service provider.

Financially it has also been another very successful year providing further assurance that **focus** is in a secure financial position as we move into the consumer driven market. An organisation with a strong financial position along with client focussed service delivery provides security and reassurance to clients, families, and staff.

As we move closer to the NDIS our priorities will be no different. The focus for us has always been our clients and their families. The next challenge will be how to transform our services, with the least disruption possible.



focus' commitment to ensuring people with a disability can continue to learn new skills and confidently access their community will always remain. We know that how we connect to each other and our community or how we embrace new opportunities that enrich our life; is fundamental to our emotional and physical well-being. Our role at **focus**, continues to be to connect clients and their families to services and programs that will enable them to live a rich and fulfilling life.

The disability service sector has significantly changed and it will continue to change well into the future. Overall we can look forward to an exciting future supporting people with disabilities. We know the new environment will require us to be more community based, where people accessing services will have greater choice and control over what they do and who they do it with. It will be up to us to ensure that people will still want to use our services.

For the first time this year the Board resolved to engage an independent marketing company to conduct both our family and staff satisfaction surveys. While we were delighted with the level of satisfaction amongst our stakeholders, you told us loud and clear that our communication with you needs to improve. We have heard you and we will put things in place as quickly as possible. We are sure that by the time we do the next survey you will have noticed an improvement in that area.

The residential redevelopment was finally completed this year, when the people of Berry House moved into their new home just in time for Christmas.

Since 2011, the Board has overseen the building of seven new homes at a cost of approximately \$6m. From the outset the only criteria was to provide spacious, better equipped and safe environments that will be suitable as people begin to age.

The Board must be congratulated for taking a huge risk and committing to such a large investment in these very uncertain times. The new homes have made a substantial difference in the lives of those who live there.

Families had **focus** well aligned to all three positioning statements which were:

focus...	focus Overall
... understands the needs of your family member (or your friend/client)	✓
... is your preferred choice (for disability support)	✓
... supports your family member (or your friend/client) to live the life they want	✓

Audit

To preserve our registration as a Disability Service Provider, we are required to maintain Certification against the Department of Human Services and the National Disability Standards for Disability Services.

This year we underwent another certification audit. We are pleased to report that the results were outstanding with no non-conformities identified.

The report states: "This certification assessment of **focus** Individualised Support Services identifies that the service meets the requirements of the Human Service Standards and the National Standards for Disability Services. This conclusion has been determined by a review of key procedural documents, interviews with board, management levels, staff and clients, sample review of both staff and client files, site inspections at each of the properties visited, and general observations.

Discussions with **focus** personnel at all levels within the organisation demonstrated a commitment to resourcing people with a disability so that they can make choices and enjoy daily life.

The dedication of managers and staff in providing quality support and life choices was noted in both discussion and during observation at each of the sites visited during the onsite assessment. The assessment team had a very clear impression of the organisational culture that was evident during time onsite as being one that links directly to the formal vision, mission and purpose of focus.

Qualities that have been identified as team hallmarks are communication, respect, support, positive attitude, professional development, teamwork and accountability". HDAA, Recertification Assessment Report, Executive Summary, Pages 10-11.



Thank You

Fittingly, the Board honoured Mr Tony Negri as the Founder and Patron of Kindilan Society, in appreciation of his 45-years of dedicated service to the organisation.

We would not be in the strong, sustainable position we are in today without his leadership. We all stand on the shoulders of those who came before us; over the years Tony has provided very big shoulders and has set a wonderful example for us to follow. On behalf of everyone associated with Kindilan Society we say thank you and we wish you good luck with the next stage of your life.

We would like to express our thanks to all members of the Board for their leadership and professionalism. As we begin to transition to the NDIS, the leadership and decision-making of the Board will be critical in developing and positioning the organisation in a more competitive, market-based environment. The Board will ensure **focus** is well placed to meet the future during this challenging transition.

Mr Paul Williams retired from the Board after 19-years as a Director, and many more as an ardent supporter of the organisation. On behalf of the Board, we thank him for his work and his longstanding commitment to the organisation.

Paul's successor is Mr Paul Thomson – Corporate Finance Partner, KPMG. He brings a deep understanding of the need to balance policy, financial and social objectives and will be a great asset to the Board.

Toni Stewart joined the Executive in 2016; she has brought us a rich understanding of the NDIS and a clear vision of what needs to be achieved. As a result the Executive team has been setting new priorities, reorganising, restructuring and planning for the implementation of the NDIS. The workload has been immense but her strong leadership has had a positive effect on all the staff this year.

We would also like to acknowledge our staff for their enormous contribution during the year. We are very proud of our staff teams; they are the greatest strength in our organisation. We have an outstanding team of people who are dedicated to ensuring the best possible outcomes for everyone they work with.

We once again have to acknowledge the dedicated and generous contribution that is made by the volunteers who work in the Opportunity Shop. The volunteers are a remarkable group of people who we owe an indelible debt of gratitude. This year they generated another \$273,500 to support the work we do.

Special thanks also to our benefactors and supporters for their willingness to share in our mission. A number of individuals contribute financially, for which we are enormously grateful. We would not be able to do what we do without your valuable backing.

Sadly, again this year we have seen several clients and family members pass away. We offer our condolences to their family and friends. We particularly want to acknowledge the passing of one of our Life Governors, Mrs Joan McLennan. Joan worked tirelessly in the Opportunity Shop for more than 30 years. She was always a wonderful supporter of the organisation.

We are confident that our preparations will place us in a strong position to be ready for the introduction of the NDIS and whatever life throws at us. We look forward to moving from strength to strength over the coming year and to new and innovative ways we can deliver opportunities for people with a disability to live the life they want.



David Crawford
Chairman



Gail Foster
Chief Executive Officer



Human Resources

Investing in our staff remains a priority. We continue to explore more flexible arrangements to ensure we attract and maintain excellent staff.

Significant Developments during 2016-17

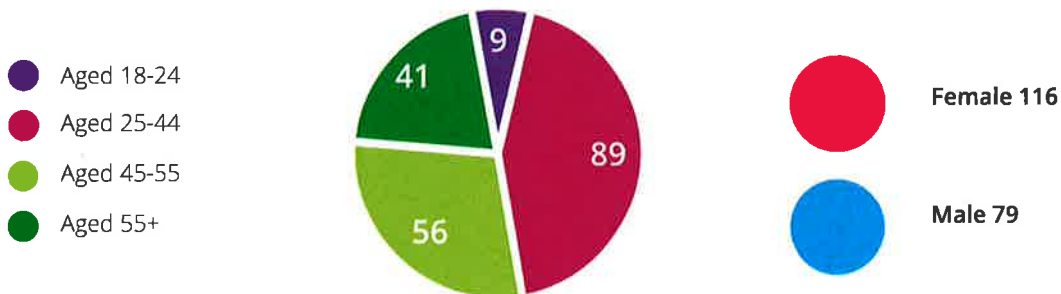
- Introduction of the NDIS eLearning training platform
- Development & introduction of eLearning Induction Programs and Workbook for Residential and Individual Support employees
- 100% compliance noted across the HR systems and processes during certification audit
- Supported a range of work placement students completing formal qualifications in nursing, disability and community services programs
- Education programs to address mental health issues in the workplace
- In preparation for the NDIS, new systems will be implemented
- EmpLive – new rostering and payroll system
- HR3 – new human resource system
- Recruitment On-boarding System to reduce administrative burden
- Care Monkey to improve communication with clients and families

Recruitment and Retention

The online portal on the website continues to be an effective way to recruit new direct care workers despite reported staff shortages across the sector. A high percentage of applicants are new to the industry and/or from culturally diverse backgrounds.

We continue to work as part of the multi-employer bargaining group to develop a Multi-Employer Agreement, as an Industrial Instrument, to support the organisation and the workforce to transition to the NDIS.

This graph represents the age profile of employees in 2016/17.



Lisa Wilson

Executive Manager People & Culture



Client Services

I have pleasure in presenting this Annual Report.

Achieving better outcomes for the people **focus** supports, while preparing to tackle the complexities of the NDIS was the driving force behind the significant changes made across the Client Services Division this year.

The latter half of 2016 was spent assessing and understanding what was required for **focus** to be ready and prepared for the NDIS. This work was vital to the ongoing success of **focus**.

The roles and responsibilities of every position were reviewed. The issue for us was to change some of the responsibilities in the roles, while containing the number of positions required and wherever possible reduce the cost of our administrative overheads.

The outcome of this work was the introduction of a new Client Services structure which was implemented at the beginning of 2017.

The new structure was developed around geographical areas to ensure supports can be provided to people close to their home when possible. The geographical areas we identified are:

- Bayside (Frankston and Somerville),
- Mornington (Mt Eliza / Mornington / Mt Martha),
- Southern Peninsula (Dromana / Safety Beach / Rosebud) and
- Red Hill (Red Hill / Balnarring).

Area Managers were introduced to manage Accommodation Services and the Individual Support Services across the geographical areas.

Four Support Planner roles were introduced to provide the people we support and their families, the opportunity to prepare for the NDIS; as well as supporting the leaders and staff to review each individual's goals, health and behaviour support plans.

Other new roles include:

- A Client Services Officer, to be a point of contact for enquiries and referrals.
- A Continuous Improvement & Investigations Officer to improve how we respond to incidents and complaints.
- A Service Innovation Officer to facilitate and support leaders to build community relationships / partnerships.
- A Continuous Improvement Officer who maintains responsibility for all internal and external audits, which will support **focus** to maintain certification against the Human Service Standards (HSS) and National Standards of Disability Services (NSDS).

The existing role of Active Support Leader was reviewed and broken into two different roles. The role of Customer Relationship Leaders oversees Accommodation Services and Activities Facilitators who oversee the Individual Support Services.

We believe we have made significant steps forward by introducing this structure, although as we move forward more changes may still be required.

There have been some great outcomes for many people this year but two which are important to share include:

A gentleman who was travelling significant hours of the day to attend Individualised Support Services, has been supported to find activities of interest close to his home, in his local community. The outcome for him and those around him is that he is less tired because he's not on a bus for 3 hours a day. This has led to minimal behaviours and incidents occurring. He is now actively participating in activities where he is being treated with dignity and respect. This provides us with the confidence that he is achieving his goals and living the life he wants.

Another great success story relates to a lady who was living in quite a large home at Red Hill. A vacancy came up in one of the smaller homes in the community and she was offered the vacant room. Those who knew her well believed she would enjoy living with people she can communicate with that are of similar age and abilities. Moving to a smaller premise and being closer to her day supports has provided her with greater consistency and more opportunity to participate in her local community. Her housemates have stated that her bubbly personality has lightened up the household and they are having more fun in their home. This small change has provided this lady the opportunity to live the life she wants.

The beginning of 2018 will see other changes across the Client Services Division. The Individualised Support Services will begin to operate for 50 weeks of the year, giving people the opportunity to take time off when they want to. This is a huge change that may produce some challenges, but the outcome will provide welcomed choice and control to the people we support.

As people begin to transition into the NDIS, the Support Planners will play an crucial role in supporting people and their families to plan for their NDIA meetings; to ensure they obtain enough funding to purchase adequate supports for the year to come.

It is important to inform all our families, that if you would like a **focus** representative to assist you when you attend your NDIA meeting, you will be required to invite us to the meeting. It can not be assumed that we will attend if you have not invited us to do so.

As the year progresses we will continue to educate and support our staff to ensure they provide high quality support and assist people to actively participate in their home and in their local community. We will work with local communities to ensure they accept and support people with a disability; and we will continue to seek your valued feedback to ensure that the service you receive meets your expectations.

As we enter the NDIS we must continue to question everything we do, to ensure we achieve better outcomes for the people, while always ensuring our business practices are the most efficient and effective. There will be some challenges but I have every confidence in the Client Services team to face the challenges and succeed in everything they do.

My thoughts and prayers go out to those who have lost loved ones this year. Life is precious and on behalf of everyone at **focus**, I hope that you have been able to find solace as you have dealt with your loss.

I would like to thank everyone associated with **focus** for their support this past year. Change always brings uncertainty, however it has been an exciting time to be part of such a great team; one that is committed, determined and supportive of people achieving outcomes and living the life they want.

I look forward to working with you all as we approach the New Year and the new challenges ahead.



Toni Stewart

Executive Manager Client Services

Finance

Financially it has been another excellent year we have delivered good financial outcomes; posting a strong surplus for the 2016/2017 financial year, this surplus augments solid performances over the last five years, the results are displayed to right;

focus is fortunate to have a well-developed, diverse investment portfolio that has once again performed well, providing a 6% increase in return from \$448k for the 2015/2016 year compared to \$476k for the 2016/2017 year. Thanks to many years of prudent investment, we can proudly say **focus** has no debt.

The Kindilan Opportunity Shop in Mont Albert again increased its revenue. This year by 3% to \$273k, this wonderful result is only possible through the help of our hard working and dedicated volunteers who continue to give of their time.

If we are to be as agile and flexible as the NDIS expects us to be, we must continue to build our financial resilience.

Transport

This year four vehicles were replaced at a cost of \$140,444. We continue to run a fleet of 24 vehicles that travelled 853,120km's during year to transport clients to and from services and into the community. Our transport supervisor has been able to maintain the cost of running the fleet with only a small 1% increase in costs.

Maintenance & Gardening

The maintenance & gardening department have been able to reduce costs by a further 9%; this year, after a 12% reduction in the 2015/2016 year. This is primarily due to a well-managed program of routine maintenance, cleaning, gardening and property inspections which is evidenced by the look of all **focus** properties.

With the completion of the redevelopment on the Red Hill property and the continued routine of gardening maintenance schedules; our properties are among the best on the Mornington Peninsula.

Surplus



Glenn Trewin

Executive Manager Finance & Commercial Operations



Board Members

David Crawford (Chairman)	Sara Jholl
Paul Hardy-Smith	Michael Negri
Sally Harrop	David Wansborough
Andrea Heffernan	Paul Thomson

2017 Profit & Loss

The following represents a summary of the financial position of Kindilan Society ABN 21 004 947 782 (T/A **focus** Individualised Support Services) as at 30 June 2017. A copy of the complete audited accounts may be obtained if required by contacting the Chief Executive Officer at 5 Beach Street, Dromana (ph: 5981 5100).

Income

Fees	2,199,261
DHS Recurrent Grants	14,131,995
Other Grants	3,000
Fund Raising & Donations	722,627
Investment Income	476,159
Consultancy Income	12,000
Other Income	73,620
Total Income	17,618,662

Expenses

Salaries & Staff Related Costs	13,418,410
Client Services / Activities	842,000
Occupancy Costs	718,159
Depreciation	383,229
Provisions	305,515
Other Expenses	562,520
Total Expenses	16,230,738

Net Current Year Surplus	1,387,924
Other Changes in Equity	(301,710)
Total Changes in Equity	1,086,214

Current Assets

Cash Assets	3,046,672
Receivables	244,494
Other	220,211
Total Current Assets	3,511,377

Non-Current Assets

Other Financial Assets	6,259,180
Property, Equipment & Vehicles	18,137,910
Total Non-Current Assets	24,397,090

Total Assets	27,908,467
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Current Liabilities

Payables	470,758
GST Liabilities	317,207
Provisions	951,334
Other	183,018
Total Current Liabilities	1,922,317

Non-Current Liabilities

Borrowings	1,226,957
Provisions	1,243,791
Total Non-Current Liabilities	2,470,748

Total Liabilities	4,393,065
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Net Assets	23,515,402
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Equity

Balance Brought Forward	22,429,188
Total Changes in Equity	1,086,402

Total Equity	23,515,402
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