



TONY NEGRI

It is our pleasure to present the forty-third Annual Report of Kindilan Society, now trading as **'focus'** Individualised Support Services.

Despite the uncertain times in which we operate, it must be acknowledged that from a number of important perspectives **'focus'** has completed another very successful year. The rapid rate of change in the Disability Sector, has been enormous as we all prepare for the National Disability Insurance Scheme (NDIS).

The introduction of the NDIS has been described as the most significant social reform in Australia since the introduction of Medicare in 1975; it is in essence a major paradigm shift of such proportions that we are unlikely to ever see such strategic, structural and systems change again.

The recently published Pro Bono: 'State of the Not for Profit Sector Survey' stated: "The operating environment for Australian Not for Profit organisations is volatile with fundamental changes to Federal Government regulation and policy and funding mechanisms at both Federal and State levels. These changes coincide with ever increasing volumes of demand for service and increasing expectations in terms of access to and the quality of those services".

Respondents commented on the high levels of uncertainty over funding, policy and regulatory which makes it difficult to manage organisations and to make strategic decisions. *Pro Bono Australia 2014 State of the Not for Profit Sector Survey. (Executive Summary pages 4&5).*

The NDIS itself continues to be an evolving and complex entity. The Capability Review undertaken in January 2014, likened the implementation of the Scheme as: "A plane that has taken off before it had been fully built and is being completed while it is in the air". This statement was reiterated in the Key Findings of the KPMG report released in July 2014 that stated: "The overarching implications of the key findings is that there are a number of requirements that are yet to be fulfilled and need to be progressed to ensure a successful and sustainable transition to the full Scheme". This report recommended that there needed to be a clear blueprint for the full scheme to articulate the vision of the full scheme and the parameters within which the scheme is intended to develop and evolve.

The National Disability Insurance Agency (NDIA) Board will have the responsibility of considering and perhaps implementing the recommendations made in these reports and deciding the way forward for the Scheme. The chairman of the NDIA says the Agency is totally committed to delivering the full National Disability Insurance Scheme as quickly as possible, but has added that the Scheme must be sustainable.

As for **'focus'** the NDIS represents the transition to a new market and model of service delivery that will substantially change the nature, emphasis and funding of the disability support we currently offer.

As we plan our transition across to the NDIS, it is becoming increasingly clear that all service providers must be able to manage their business in a much more dynamic environment. Transitioning from being paid in advance to being paid in arrears will present a huge challenge. It will be critical for us to understand what supports people are likely to purchase and how to cost, price and quote for them. Understanding how to increase the efficiency and effectiveness of the supports we offer will be vital in a contestable market.

It must always be remembered that the reported huge increase in funding available to the Disability Sector, as a result of the introduction of the NDIS, does not translate to a huge increase in the price that is paid for services. In fact, the opposite is true, the price that the NDIA are paying for an hour of service, in many cases, is less than we are currently funded.

The trials of the Scheme are ongoing with three new trial sites commencing in July 2014, these are in the Barkly Region of the NT, the whole of the ACT and the Perth Hills region of WA. The new sites will allow the National Disability Insurance Agency to further test the model design, before the scheme is introduced to other areas of Australia.

It is still very early stages in the implementation of the NDIS, we are only 12-months into a 3-year trial period and many changes will be made to the system before full roll out. The advantage to **'focus'** in not being part of a trial site, is that we can watch, learn and prepare for the scheme before it becomes a reality for us.

What is becoming more clear as the scheme progresses is that for the vast majority of people in the trial sites, their choice is what they have; they want security in knowing that what they have is going to continue, they don't want different but many do want more of what they have had. For others, who do want different, it has opened a whole new world of opportunities.

With all this still ahead of us the Board and Senior Management have been very busy developing the new strategic plan. To this end Mr Peter Brookhouse was contracted to research and prepare a report titled: **'Future Directions in the Context of the NDIS'**. As expected, Peter presented a very well researched report that set out the critical issues that will further inform the development of the Strategic Plan.

As part of the Strategic planning process our Vision and Mission were considered and updated. The fundamental objective is always for **'focus'** to remain committed to achieving the aspirations of our service users and their families; the new Strategic Plan will uphold our commitment to be part of a fully inclusive community where people with a disability 'live the life they want'.

There are many complex issues for the Board to consider, rigorous planning will be essential. What is clear is that our organisation must continually adapt and improve if we are to remain relevant in a consumers directed world.

All disability services must change and embrace this new system. The intent of the scheme is to ensure that a people with a disability have choice and control over the services that they receive. At **'focus'** we plan to be at the forefront for the benefit of the people we support, and it will be important that we have a sound strategy in place to help us achieve this.

We will be working in a more competitive, commercial environment; the challenge for us is to continue to offer a high quality service that meets the expectations of the clients and their families. At the same time we will need to be agile enough to sense what people are looking for and respond immediately. Everything will need to be much more flexible than it has ever been.

As Michael Goldsworthy stated in his paper: *A New World Order for Non-profit Organisations, May 2012. "What was, has changed, whatever is, will change"*.

Over the past twelve months we have done a considerable amount of work on preparing staff for the changes ahead, funding versus staff ratios has been examined; and a number of staff have been relocated to enable improved delivery of services. We have recently strengthened the organisational structure to support the current service delivery and to build competence for the future.

All service areas have been reviewed and substantial work has been undertaken to ensure our human resource and payroll systems are compliant with all audit requirements. All this has been driven by our need to prepare for the introduction of the NDIS.

Staff development is an essential component of capacity building, as the aspirations of our employees are changing and there continues to be a growing workforce shortage across the Disability Sector. In an effort to attract more staff we are offering nationally accredited training courses that are being delivered on site (Certificate IV in Frontline Management, Disability, Finance and Business). These have resulted in increased staff morale; improved level of care for the clients and the federal financial incentives to provide these courses has offset the organisational training expenditure.

It is particularly important that we maintain a strong financial position as we transition to the NDIS. With increasing operational expenses, we need to manage our financial resources cautiously and continually look for new ways to gain financial efficiencies; without ever sacrificing the quality of the services we offer to our clients.

This year we have continued to invest in IT systems that will assist with operational improvements and gain some long term cost efficiencies. We are currently researching fleet management strategies and investigating the possibility of sharing some back office functions with our Dknet partners.

We are pleased to report the 2013-2014 fiscal year saw a solid financial performance with a satisfactory surplus, after allowing for a prudent level of provisions to meet our future commitments. Much of our financial success can be attributed to long term planning that the Board has committed to over many years, judicious investments, good asset management and no debt has played a major role in providing the financial resources required to meet the challenges ahead.

In the coming year we will remain diligent in our focus on cash flow and effective capital management to ensure long term financial sustainability to provide a stable base to deliver our services.

As always, we gratefully acknowledge the ongoing support of our regular benefactors; your generosity allows us to add value to the services we offer.

The Kindilan Opportunity Shop continues to provide valuable financial support to the organisation. This year they have raised an amazing \$175,553. This hard working group of volunteers not only support **'focus'** and the work we do, but over the years they have developed genuine and supportive friendships amongst themselves and with the community members who frequent the shop. We acknowledge their efforts and the wonderful contribution they make in so many ways.

In the last twelve months the two key initiatives for the Workplace Health & Safety team have been to work towards compliance against the AS/NZS4804:2001 quality standards and secondly, to take a proactive approach to employee health and wellbeing through awareness raising campaigns. Consultation with our staff continues to be important, this year we have received increased feedback on the OH&S processes from our employees. As a

result, the risk management process for activities has been streamlined and some documentation has been redesigned to make it less time consuming. Thankyou to everyone who has participated in this important work.

The Compliance team continues to ensure that we meet all our legislative obligations and that the processes are in place for us to meet the quality standards required for certification. They are continually auditing the sites across the organisation. This enables them to identify the gaps in the systems and assists in maintaining a high standard of service delivery. It must be acknowledged that our staff continue to demonstrate a commitment to continuous improvement and a desire to achieve quality outcomes for the people receiving services.

On behalf of all at **'focus'** we congratulate Dr Graham Cato who was awarded an Order of Australia Medal (OAM) *For service to community health and to surf lifesaving*, in the 2014 Australia Day Honours. A well deserved honour for a man who has been an invaluable resource to **'focus'** for more than 30-years.

We must recognise the wonderful contribution made by our staff. Without exception they rise to the challenge of providing quality services that improve the lives of those we support. This group of dedicated people are the backbone of the organisation, it will be through their commitment to the organisations Vision and Mission that will see us succeed into the future.

We also acknowledge the support and assistance provided by the Victorian Department of Human Services, particularly our colleagues in the Bayside Peninsula Southern Division. We express our appreciation for your advice and assistance.

Thanks must also go to the Board Members for their commitment to ensuring that the organisation is well governed. This has been a year in which important decisions regarding the future of the organisation have been taken in the interests of ensuring that **'focus'** is perceived by people with disabilities, and their families, as a progressive and innovative service of choice. The Board have vowed to work towards complete readiness for the NDIS. We are confident that **'focus'** is transitioning well and has the processes in place to meet the challenges that we will face in the very near future.

We cannot finish our report without mentioning the passing of two of our Life Governors this last year. Alan Steele and Lella McGilivray were both stalwarts of the organisation, who gave freely of their time and energy. They both played an integral part in the establishment of Kindilan Society; and then continued their valuable involvement over many more years. It is through their outstanding contributions, that we now have the prosperous organisation that we all continue to benefit from.

The future has never contained more possibilities or challenges for us as an organisation. We continue to operate in a demanding and difficult environment, one driven by changing community expectations, emerging government policies, significant resource shifts and complex compliance requirements. We are embracing new ways of working, radical innovation and seeking to be more agile, while all the time remaining true to the core values of the organisation - to ensure that every client is able to say..... **"I am living the life I want"**.

TONY NEGRI
Chairman

GAIL FOSTER
Chief Executive Officer



NICOLE WILLIAMS

This has been a very exciting year for **'focus'**. The clients have been provided with some great opportunities to participate in the wider community, which continues to improve their quality of life. With the ever changing environment we find ourselves working in we are continually changing the way we work to ensure that quality is at the forefront of everything we do. The introduction of the National Disability Insurance Scheme (NDIS) will open an unprecedented level of competition for the entire disability sector and our future success will depend on our ability to evolve accordingly.

The NDIS has now been operational in trial sites for just over one year. This social insurance scheme will fund reasonable and necessary supports to assist eligible people to reach their goals, objectives and aspirations.

The scheme is managed through the National Disability Insurance Agency (NDIA). The NDIA does not and will not deliver any services. Their role is to look at each person's needs and develop individual plans focussing on:

- Perusing goals, objectives and aspirations
- Increasing Independence
- Increasing social and economical participation
- Develop capacity to actively take part in the community.

We acknowledge that the NDIS is the greatest paradigm shift that the disability services sector has seen in living memory, however our priorities will continue to focus on our clients, and to ensure that their needs take precedence.

We already know, these changes will have a significant impact on **'focus'** and we have begun the planning required to put us in the right position; to ensure that we remain a viable and sustainable service.

In response to the changing landscape we have begun to gradually introduce a new organisational structure.

The changes that have been made so far are:

- Support workers became Active Support Workers
- The implementation of a second in charge (2IC) in all facilities across the organisation (succession planning)
- Team Leaders became Active Support Leaders
- Disestablished the Coordinator positions

- Implemented Practice Managers for appropriate areas
- Amalgamated Community Support Services (CSS) and Outreach Services to be named - Individualised Support Services (ISS)
- Titles were changed to reflect the changing landscape in Disability Services

Along with a new title, the responsibilities of the Practice Manager - Behavioural Support (formally Coordinator) have changed significantly. This position no longer holds direct responsibility to any one facility within the organisation, but will now be responsible for supporting staff across all services to develop strategies to manage behaviours of concern. These changes have enabled increased staff training in Positive Behavioural Support and Functional Behavioural Analysis.

Supporting our decision to change this role has been the introduction of a new facility in Somerville - The Workshop.

For some time we have been discussing the difficulty of engaging with some of the people attending our day services. The people had typically received 1:1 support and had shown no tolerance to group based programs. We had trialled several programs with little real success. The issue that we faced with the impending NDIS, was how were we going to be able to service these clients effectively with proposed reductions in their funding.

In the short time that The Workshop has been operational we have witnessed some significant success with clients engaging on many levels. The Workshop provides a variety of activities to the people attending, including lawn mowing, gardening, wood work, art, music, fishing, painting murals, gym, swimming, pond building, furniture building, with many other ideas in place. The Workshop has been based on a model similar to the 'Men's Shed' programs and aims at establishing a connection within the local community.

Throughout the year, the Individual Support Service participants have had many opportunities to engage in activities, and rewarding experiences, whilst contributing and participating in their community. People are involved in a number of volunteering positions across the Peninsula, where they are given the opportunity to give back to their community. Many more people have been participating in

educational opportunities, including Certificate 1 in Work Education and Literacy and Numeracy and a Leadership Program that has focused on building self confidence, strengthening leadership skills and setting good examples.

Every now and again something comes along that makes a real difference in the lives of our service users and in recent times, that revelation has been the introduction of the i-Pads. The value of the i-Pads has become more evident as people have learned to use them. Whether it be to improve communication or just for people to play 'cause and effect' games they have been an invaluable asset. The clients in the Individual Support area have really embraced them.

Once again this year, we have been able to facilitate client movement within our residential service to meet the needs of the individual and to improve the client mix within houses. People that have previously lived at our Red Hill site have been given the opportunity to live in a 'focus' facility within the community; others have been able to move from a larger residence into a smaller group home. In every instance this has had a very positive outcome for the people involved, with the people that have had these opportunities excelling in ways that we could not have imagined.

Ash house is currently undergoing a complete rebuild, and is close to completion. The finished house will provide clients with larger bedrooms, an extra lounge area and facilities to accommodate the changing needs of clients as they age. This is a huge financial commitment by the Board of Directors that has been undertaken to meet the ongoing needs of the people who reside there, and will ensure that we continue to provide quality support into the future. We thank the Board for their foresight and ensuring that this project proceeded quickly. It caused minimal disruption to the site, with the occupants moving into spare rooms across the organisation. Amazingly everyone has coped very well with the situation.

Since the employment of the Manager Human Resources in 2013, we have improved our recruitment and induction processes. The induction process now identifies the strengths of the individual staff, and enables us to determine where they will best fit within the organisation. This helps to make the most of people's personalities and better supports the clients within our services.

Moving forward **'focus'** has once again, engaged HDDA Australia to undertake our audit against the DHS Standards; and renew our certification. In November last year the auditors completed the Stage 1 assessment. During this time they:

- Reviewed our policy and procedure ensuring they comply with the DHS Standards

- Reviewed our management systems and documentation
- Collected information regarding the scope of the management systems and process

On completion of the Stage 1 assessment HDDA provided a report that identified areas of improvement and any non-conformities. I am pleased to announce that there were no non-conformance issues and only a few recommendations for improvements were suggested. This has put us in great stead to successfully pass our Stage 2 audit which will occur in December 2014.

Unfortunately it is also my responsibility to say goodbye to some very special people who have sadly passed away over the last 12 months. Two ladies from Oppy House, (Frankston) passed away this year. Dianne and Maria had both lived in the house for more than 25-years, and will be sadly missed. There have also been a number of family members who have passed away. Our thoughts, prayers and deepest sympathy goes out to all their friends and family members.

It is always difficult in writing an Annual Report to individually thank everyone that should be mentioned, so it has been our practice not to name individuals, however, on this occasion it would be remiss of me not to mention Rosemary Campbell. Rosemary will be retiring at the end of this year after 27 ½ years of devoted service to **'focus'** and the clients of Mt Eliza/Balcombe. We want to take this occasion to thank her for her service over all those years, and wish her all the very best in her retirement years.

Finally, I would like to acknowledge all the staff. Our Active Support Workers, Active Support Leaders, Administration & Finance team, Maintenance team, Bus drivers, and the Management team - a very big thank you, not only for your patience and understanding over the past 12-months in an ever changing environment, but for your commitment and support to the 200 plus clients that have chosen **'focus'** as their service provider. We know we could not run a service without the dedication and support of you all.

It has been a jam packed year and we thank the staff for their efforts in getting everyone out and about and engaged in activities of their choice. With everyone's contribution, I believe that we can continue to provide amazing opportunities and outcomes for all the clients well into the future.

NICOLE WILLIAMS
Manager Client Support

