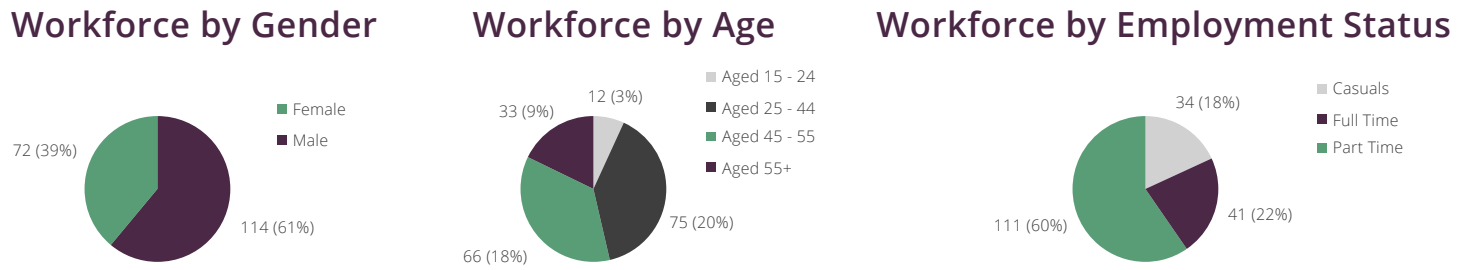


Workforce Profile

The graphs below represent the staff profile for direct support workers at **focus**. Information has been grouped by gender, employment status and age. In preparation for the NDIS, it is evident that employment strategies should be aimed at school leavers to increase the staff in the 15-24 age group (currently only 3% of the workforce). It is also projected that 5% of the existing workforce will retire prior to full implementation of the NDIS in 2020.



Remuneration

Our employment conditions, supported by our human resource policies, comply with all legislative and government policy requirements and reflect the significant work done during the year to ensure compliance with changes to legislation.

Employees are paid within the terms of the Kindilan Society EBA and the SCHADS Award. A sector wide enterprising agreement will assist **focus** to remain competitive during the rollout of the NDIS, where unfortunately our current EBA does not allow for flexibility and the deployment across services.

Performance Management

Effective performance management is critical to helping employees perform at their optimal level. It is critical that employees understand their roles and responsibilities and how they contribute to the broader service outcomes for the people they support.

In March and September each year, employee performance is formally assessed against the key performance indicators in their position descriptions. Learning and development opportunity are also identified during this process.

The primary aim is to:

- recognise employees for their performance and achievements at work
- identify and support the ongoing learning and development needs of employees
- effectively identify and address under performance.

One of the key actions of the process is to ensure that employees receive regular and considered feedback, both informal and formal, on their performance.



Thank You!

Our sincere thanks to our wonderful staff, who all go the extra mile to ensure everyone lives the life they want. It is the staff who are the greatest asset the organisation, without them nothing would occur. To the staff who have left us through the year we thank you for the contribution you have made and to those who have joined us, welcome to the team.

As always we must congratulate the outstanding effort of Beverly Stacpoole and her volunteers at the Opportunity Shop, once again a magnificent year contributing \$264,107. The contribution that you all make supports people to live a very good life.

The Board has to be commended for their continuing efforts in these uncertain times; we thank them for the generous donation of their time to ensure the organisation is well governed and sustainable.

We also thank Peter Phillips for his contribution to the Board and the Strategic Planning process since 2012, his resignation earlier this year was accepted with regret. We welcomed Michael Negri to the vacancy on the Board. Michael is committed to representing the wishes of the clients, the staff and the families.

To our wonderful benefactors who so generously provide financial assistance and to all those who give freely of their time to assist in so many ways, thank you your support is appreciated.

Sadly, again this year, as has been the case over the last few years, we have seen several clients and family members pass away. We offer our condolences to all their families and friends.

In closing I would like to give special thanks to Tony Negri, he has been the strength of the organisation for the past 45 years; he has been a wonderful support to me and to Peter before me. We all wish him the very best as he steps down into a different role at Kindilan. All the clients, families and staff of Kindilan over all these years are indebted to him, without Tony's vision and hard work none of it would have happened.

Gail Foster
Chief Executive Officer

Board Members

Tony Negri - Chairman	Sara Jholl
Paul Hardy-Smith	Michael Negri
Sally Harrop	David Wansborough
Andrea Heffernan	Paul Williams



2016 Profit & Loss Report / Balance Sheet

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 2016. A copy of the complete audited accounts may be obtained if required by contacting the Chief Executive Officer at 5 Beach Street, Dromana (ph: 03 5981 5100).

Income		Current Assets	
Fees	2,068,495	Cash Assets	2,506,495
DHS Recurrent Grants	13,019,986	Receivables	189,892
Other Grants	8,500	Other	164,879
Fund Raising & Donations	824,511	Total Current Assets	2,861,266
Investment Income	448,825	Non-Current Assets	
Consultancy Income	12,000	Other Financial Assets	5,795,462
Other Income	88,249	Property, Equipment & Vehicles	17,695,377
Total Income	16,470,566	Total Non-Current Assets	23,490,839
Expenses		Total Assets	26,352,105
Salaries & Staff Related Costs	12,742,167	Current Liabilities	
Client Services / Activities	943,075	Payables	297,941
Occupancy Costs	764,493	GST Liabilities	185,883
Depreciation	228,046	Provisions	909,857
Provisions	452,314	Other	183,018
Other Expenses	542,534	Total Current Liabilities	1,576,699
Total Expenses	15,672,629	Non-Current Liabilities	
Net Current Year Surplus		Borrowings	1,226,957
Other Changes in Equity	1,030,495	Provisions	1,119,261
Total Changes in Equity	1,828,432	Total Non-Current Liabilities	2,346,218
Net Current Year Surplus		Total Liabilities	3,922,917
Net Current Year Surplus		Net Assets	22,429,188
Equity		Balance Brought Forward	20,600,756
Balance Brought Forward		Total Changes in Equity	1,828,432
Total Changes in Equity		Total Equity	22,429,188
Total Equity			



focus
Dream it....Live it

Annual Report
2015 - 2016

Chairman’s Report

As I prepare to retire after 45-year as Chairman of the Kindilan Society Board of Directors, I would like to take this opportunity to thank all the Directors who have been such an immense support to me throughout that time. It has been their willingness to shoulder some of the load that has allowed me to continue for so long.

We are now moving into a completely new insurance scheme to fund the services we offer and I feel that it is time to hand the reins to the younger generation to continue the work we commenced all those years ago. It gives me enormous pleasure to see the sons and daughters of past Directors now take on the responsibility to move the organisation forward for the next generation of people who require the services that Kindilan provides.

Kindilan has been my life; it has given me such pleasure to be so involved; to see it grow from very humble beginnings when we all had big ideas and very little money, to the large and prosperous organisation it is today. It has been fulfilling for me on so many levels, the friendships I formed in those early days have been life-long, we all worked together and we have succeeded together. I am confident the current Board has the personnel; the skills and the temerity to not only continue the legacy we started but to see it go from strength to strength over the coming years.

To the many benefactors who have supported us over so many years, along with the volunteer workers in both the Hawthorn and Mont Albert Opportunity Shops; in years gone by we would not have survived without you. You have all played such an important part in the success of Kindilan.

I also want to thank Peter Brookhouse; he stood beside me as CEO for 30-years. The growth of the organisation throughout the 1990's and beyond can be attributed to his hard work and the high regard held for him throughout the disability sector. His contribution to Kindilan is immeasurable.

My involvement in Kindilan will always remain but now it will be in a different role; I am sure I will continue to catch up with the Members who have supported me over all these years. I thank you all for the faith you have shown in me.

We all had a dream for Kindilan and together we made it a reality.

E. A. Negri - Chairman



CEO Report

On behalf of all my colleagues, I present to you the forty-fifth annual report of Kindilan Society; What a remarkable effort from such humble beginnings, when a few families dreamed of something better for their children.

NDIS

At this time, like all not-for-profit organisations **focus** is operating in a rapidly changing, increasingly complex environment as we fight to understand the enormity of the National Disability Insurance Scheme (NDIS), the opportunities and the challenges that change of this magnitude presents.

Just as I have said over the last couple of years, again this last year has been one of continual change as we prepare for the transition to NDIS; it appears this is a theme that is set to endure over the next few years. The introduction of this scheme will require constant adjustment as it represents significant policy change that will impact on every aspect of the service provided.

While we recognise that this is a time of uncertainty for families and for the organisation, we must remain excited by the opportunities the NDIS will bring for the people we support. It will eventually create a better and more inclusive life for everyone with a disability.

Although there is still a lot of work to be done, we are confident we are on the right track to ensure an optimistic future for the organisation as we make sure our foundations remain strong and we are all ready for this new operating environment.

Families and people with a disability are encouraged to think beyond the here and now, to imagine a life living with people of their choice and doing the things that are important to them.

Personal engagement will be crucial as we seek to understand what the people we support really want rather than continue to think about what they have always had.

Whatever we do we must always be mindful to respect the legacy of the past and the rich history of Kindilan Society.



Once again this year **focus** underwent a Certification Audit to maintain our registration with the Department of Health & Human Services. The report said: “Discussions with people accessing the service indicate they are extremely happy with the services provided. People felt empowered and understood their rights.

People interviewed generally were aware of their plans and felt they were being supported to achieve their goals. Staff indicate they feel proud of the way the service supports people.” – HDAA, Services Maintenance Assessment Report, Executive Summary – page 10.

To maintain this standard requires a significant amount of work from all the staff but particularly the quality team. We can't thank them enough for their diligence to the work they do.

Strategic Planning

To support us on this journey the Board approved the 2016-2019 Strategic Plan with priorities of:

1. To provide our people with the level of support and access to facilities and services that enable them to live fulfilling lives
2. To ensure **focus** has a sustainable future during and after the transition to the National Disability Insurance Scheme (NDIS)
3. To build & maintain relationships / partnerships with Staff, Volunteers, Families, Corporate & Community Sectors
4. To be recognised as a provider of quality Disability Services on the Mornington Peninsula & beyond
5. To implement changes that support the quality & cost effective delivery of services to the people receiving those services
6. To grow and diversify **focus** services while maintaining prudent control over costs

Finance

focus continues to maintain a good financial performance which is a must if we are to successfully move across to the NDIS and remain a viable disability service provider into the future.

The income that is provided by the Department of Health and Human Services is well supplemented by a notable investment portfolio that has been built up over the past 45 years, together with the contribution from a tireless group of volunteers who continue to give their time to the Kindilan Opportunity shop in Mont Albert.

During the year **focus** purchased two new vehicles for the fleet, at a total cost of \$77,485. We continue to run a fleet of 24 vehicles, including two maintenance vehicles.

In previous years there has been a concern at the ever increasing cost of transport, so it is pleasing to note that we have been able to reduce the running costs for the fleet by 11.16% over the previous year by rationalising the fleet and making sure the bus runs are as efficient as possible. We look forward this trend continuing.

The maintenance department continues to improve costs and efficiencies through a program of routine maintenance, cleaning, gardening and property inspections.

Their commitment is evident in the look and feel of all **focus** properties the positive feedback we get from staff and visitors is reward for the hard work put in. The last of the new houses to be built on the Red Hill property is now well advanced; with plans in place to move in before Christmas. The redevelopment of the four large houses has been a mammoth undertaking for the Board both in terms of the financial outlay and the time taken to plan and build these houses. It must be said that the effort has been well worth it, the additional space has made such a difference in the lives of the people who live in all of the homes.

Maintenance, transport and staff costs continue to be the three largest cost centres that focus has to meet in the provision of services to people with a disability. We need to continually look for ways to make savings in all of these areas.

Human Resource Management

Recruiting and retaining good staff is a vital part of the **focus** human resource strategy. We recognise that competitive remuneration, recognition, motivating work opportunities and work-life balance are all keys to attracting and retaining staff. To assist us to achieve this learning and development continues to be an important emphasis for the organisation. It is vital for us to know that all the staff on duty are well trained and competent in meeting the needs of the people we support.

Significant developments during 2015-16 included the:

- Introduction of a new online learning and development delivery model to ensure that core skills training is appropriate, cost-effective and consistent
- Development & introduction of an online interactive Induction Program prior to new staff commencing.
- Participation in the development of a sector wide enterprise bargaining agreement in order to prepare for the roll out of the NDIS
- Development and implementation of a Staff Recognition Program
- **focus** employee traineeship programs supported 56 enrolments and as a result 41 employees graduated with disability sector and frontline management qualifications.
- **focus** work placement programs had 8 participants resulting 1600 hours of unpaid labour. All participants were offered roles within the organisation.
- Workcover claims are closed and employees successfully returned back to work.
- Education programs for staff and managers on key changes to work health and safety legislation, including by identifying and addressing work health and safety risks across services. This has resulted in 50+ Near Miss Forms being submitted and remedial action taken.
- Upgrading the payroll system to Wage Easy
- Review and audit of the human resource systems for the audit.

Recruitment & Retention

focus continues to attract a sufficient number of applicants for direct support roles via the online portal on the website, without the need for formal paid advertising. Across the sector, there continues to be a shortage of staff for team leader or specialist roles.

The turnover of staff has decreased by 11%, this year; this is significant and reflects continued and improved staff retention strategies, such as management and leadership training, generous study support, internal promotion and extended flexible work practices.

