





"They are just fantastic. Since I have been administrator for my brother, since my father passed away, they have been very helpful. I have NDIS meetings with them. I cannot recommend them highly enough."

ANONYMOUS QUOTE PROVIDED VIA  
STAKEHOLDER 2018 SURVEY



## CHAIRMAN & CEO REPORT

Every year, as we present our annual report, we seem to note that the last year has been one of significant change; however, this last year has been one of rapid change and the resilience of our staff has been tested, in so many ways.

The roll out of the National Disability Insurance Scheme (NDIS) is now gaining momentum, there are currently 200,000 Australians supported by the NDIS, of those approximately 1/3 had not previously received any support from State or Commonwealth governments. With these figures as evidence it must be said that this scheme is now having a positive impact for many thousands of people with a disability, but it must also be acknowledged that there is still an enormous amount of work required to fulfil the promise that 460,000 Australians will have entered the scheme by 1st July 2020. Our approach has been one of learning, reviewing and adapting to meet the challenges as they occur, our preparations have been ongoing, and have consumed most of our resources this year.

The NDIS is changing the shape of the 'market' for disability support services in Australia. It is a welcome and necessary social reform facilitating positive outcomes for people receiving services. However, it is a scheme in its infancy and everyone, including the NDIA, is learning as they go. We have all heard the media reports of poor planning processes, flawed systems and unrealistic pricing models, all of which are true but it is also incumbent on organisations that have been working in the sector for many years, to advocate for these things to be re-examined and readjusted as necessary.

Although slow, this is now happening and the views of the sector are being considered, which in turn has led to much more positivity about the future of the scheme.

We know that the NDIS is yet to reach its full potential. We also know that this potential – in the form of a mature social insurance scheme offering lifetime supports for Australian's with a disability – is unlikely to be realised for several years, perhaps as long as another 10 years before everything is right and the scheme is running smoothly. In the meantime we all need to get on and work with what we have, while maintaining the fight to get it right. The whole disability sector is currently undergoing the most significant reform in history and, as a consequence, the disability sector is facing what is arguably the greatest challenge, and one of the most exciting opportunities we have ever seen. Right now we continue to work in two very different systems. We are still expected to meet all the requirements of the current system while transitioning to the new system and meeting all their requirements. This has caused additional pressure and added enormously to everyone's workload. We know we haven't always got it right, and we thank everyone for their patience in this unprecedented time of change.

**focus** has had another very successful year financially and remains in a strong financial position, that will assist us to overcome any difficulties as we transition to the NDIS.

From a **focus** perspective for the first time in our 45 year history, we are not beholden to our funding bodies to tell us what we can and can't do, we no longer have to wait for the Department of Health and Human Services (DHHS) to call a tender to expand our accommodation services, we are able to make our own decisions about how we want to grow and by how much.

With this in mind the Board embarked on a Strategic Planning exercise to set the future directions of the organisation.



"Being able to talk to them and have them listen to my concerns. The best of care, that his needs are met (one size doesn't fit all)."

ANONYMOUS, QUOTE PROVIDED VIA STAKEHOLDER 2018 SURVEY

The discussions centred on our belief that we have a responsibility to ensure **focus** is sustainable in perpetuity, not just for the immediate future. We must remain viable for all those people coming behind us who will need services in exactly the same way as services were required in those early years.

The founders of the organisation have created an investment portfolio that has seen the organisation prosper, it has provided the funds that has allowed us to rebuild the old and run down houses so that our current clients have suitable housing well into their old age, but what of the people who have not had their housing needs met, to all those families who have sat on the DHHS waiting lists for years just waiting for that elusive phone call. In the past it has not been possible to assist these families without the consent of DHHS, however with the introduction of the NDIS, all that has changed and disability housing can be built wherever it is required.

The Board determined as part of their strategic planning 'To foster growth as an important element of sustainability'; and growth to **focus** is in the accommodation area. This has always been where we do our best work and anecdotally it still remains the area of the greatest need.

Prior to making any major investment in housing we have engaged the Market Intelligence Co. to test that anecdotal evidence through a robust, independent market research project to identify the short and long term need for accommodation services on the Mornington Peninsula and surrounds.

Our primary consideration will always be our existing families who are looking for permanent accommodation, however as part of this research we have also partnered with one of our neighbouring services who do not offer accommodation services, to support some of their families to achieve their goals of permanent accommodation for their loved ones.

This is an exciting project that will have lasting benefits for a number of families who have been waiting for permanent accommodation. In addition, it continues the admiral goal of our founding families of providing quality accommodation services to families who require it.

**focus** once again maintained certification under the Victorian Human Service Standards and the National Standards for Disability Services. Our challenge over the next few months will be to ensure that all services continue to meet the standards, together with all current legislative and regulatory requirements, as we prepare to move across to the new National Quality and Safeguarding Commission; and all their new requirements, on the 1st July 2019.

The **focus** workforce has been relatively stable; however the recruitment of new staff has been difficult. With clients beginning to receive increased support as a result of their NDIS plan, the need for additional staff has become critical. The competition on the Mornington Peninsula for good staff is fierce; we are competing with other disability services who also have a need for additional staff and the aged care sector which is ever increasing in the area. We are constantly looking for new and inventive ways to attract the staff we require to continue to offer quality services.

The results of our 2018, staff satisfaction survey demonstrated, once again, that the majority of our staff are happy in their roles and extremely committed to the organisation.



"I am very content with my current position and am committed to **focus** and their approach towards staff and most importantly the quality of life for clients."

ANONYMOUS, QUOTE PROVIDED VIA  
EMPLOYEE 2018 SURVEY

The staff engagement score of 84 was greater than 2017 (81) and above the national 'best practice' rate in Australia.

The results of the family survey were also exceptionally pleasing with an increase in the satisfaction level to 86 (previous 82). While we are very grateful to our families for the ongoing support we realise that further improvement is still needed, particularly in our communication with you and with the continuity of staff. These are both areas where we share your concerns. We will continue to work with you to make the changes that are required.

During this year, for the first time, the Board made the decision to form committees to support the work of the Executive Team. This in turn has allowed the Board to concentrate strategically on the future directions of the organisation to ensure that all involved at **focus** remain focused and committed to the organisation's Vision.

We would like to thank both the Remuneration and Finance Committee and the Risk Committee for their oversight in their areas of responsibility.

We thank the Board for so generously supporting the many changes we have needed to embrace this year, the commitment and clear direction of the Board is reassuring as we move forward in this changing environment. We are confident that the changes we are making will deliver better lives for people with a disability.

We are also pleased to advise that Paul Thomson and Anthea Green were appointed to the Board during the year, we are fortunate to have a diverse professional Board with the skills and competencies to guide the future direction of the organisation in this constantly changing environment.

As she steps down from the Board, we would like to acknowledge the contribution made by Andrea Heffernan. Andrea was instrumental in ensuring that the Kindilan History was published to celebrate the fortieth anniversary of the organisation. Without her dedication, the project would not have been as successful as it was.

The challenges faced by the Executive Team during the year were all met with enthusiasm and true professionalism. As a result of the work the Executive Team has done this year, the organisation will grow stronger with increased capacity in the years ahead. We congratulate the team for the excellent work they are doing and their commitment in guiding **focus** toward a bright future.

To our staff we would like to acknowledge your huge contribution. We are very fortunate to have a team of amazing staff who are embracing the opportunities presented by these major challenges and are currently driving innovation and exploring new possibilities to ensure that people *'live the life they want'*. It is only because of the work of our staff that we are able to provide the quality services that we do. Each is to be congratulated for their outstanding achievements during the past year. They should be very proud of the work they do.

While it is not customary to mention individual staff members in the Annual Report, this year we must congratulate Sue Fairclough who celebrates 20 years working for **focus**. What a wonderful effort.



"**focus** has been fantastic in training and mentoring me, the time my leaders have put into me has definitely made me a decent ASW. I love a great committed team where I am as I can see myself working there for many years to come."

ANONYMOUS, QUOTE PROVIDED VIA EMPLOYEE 2018 SURVEY

The Kindilan Opportunity Shop continues to go from strength to strength, this year raising \$12,000 more than the last financial year, for a total of \$285,836.00. This result was achieved despite the shop being closed for most of January while the carpet was replaced and the shop painted. To our outstanding volunteers, who continue to support the organisation we can't thank you enough for your dedication and the valuable work you do to keep the Opportunity Shop going.

We wish to thank and honour our valuable donors, who have all given so generously to support our efforts. Your generosity and assistance is greatly appreciated.

This year we must also thank our peak body, the National Disability Services, for their strong advocacy for the whole disability sector in this time of unparalleled change.

Sadly, again this year we have seen several clients and family members pass away. We offer our condolences to their family and friends.

Finally, thank you to our clients and families who continue to have trust and faith in the organisation and the services we deliver.

We know that the support sector of today will not be the support sector of the future; however, we will continue to rise to each challenge as it occurs and look to the future with optimism

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**DAVID CRAWFORD**  
Chairman

**GAIL FOSTER**  
Chief Executive Officer

## CLIENT SERVICES

The prediction that 2018 was going to be the most complex year that Client Services was ever going to face, has been extremely accurate. Everything is changing, with the National Disability Insurance Scheme (NDIS) transforming how supports are funded and provided.

The NDIS pre-planning meetings with families have occurred for over 130 people this year. The outcome of providing assistance to the people we support and their families is only now coming to fruition as people's NDIS plans are being approved. The funding amounts approved indicate that when pre-planning has been undertaken by **focus** Support Planners, each person has received the level of funding they require to live a good life. This is a fantastic outcome.

The NDIS pricing has caused many challenges for **focus**, particularly when people are seeking supports in their own home or on a 1:1 basis. Earlier in the year we reviewed the Outreach program and made a decision that continuing to provide Outreach support was going to be extremely difficult and therefore, for the foreseeable future, not viable. The decision was not made lightly; it was difficult to inform people in the Outreach program that we would be ceasing services to them. We are thankful that most people were understanding of the decision the organisation had to make. We wish each person who had been receiving Outreach support all the very best for the future.

The **focus** Day Services have experienced the most change this year. The Activity Facilitators, Active Support Staff and Managers have worked tirelessly to ensure the people they work with are receiving support in their local community, as inclusively as possible. This hasn't come without its challenges, one of which is the lack of transport funding. Upon review of the amount of kilometres people were travelling to and from Day Services a lot of work has been undertaken to engage people into activities closer to their home, thus reducing the kilometres they travel.



"I believe **focus** is very progressive and fantastic at communicating when changes are taking place. I am a very happy worker at **focus**."

ANONYMOUS, QUOTE PROVIDED VIA EMPLOYEE 2018 SURVEY

A success story on how a person's life has improved since reducing the kilometres travelled:

A lady we support who lives near Rosebud but was travelling to Mornington Day Service every day. She was supported to move to Dromana Day Service which has not only reduced her transport costs, but she now spends less time on the bus, giving her more time to participate in the activities she enjoys.

An added outcome has meant she has more energy to participate in the activities. Her home indicates that she is happier because she isn't as tired anymore which has improved her relationships with those she lives with.

This is a great example of how we are reviewing and changing the supports people are receiving to ensure they are satisfied at **focus** as well as ensuring supports are provided within the funds a person has.

The other area we are working on to improve is our Day Service Model and the use of the buildings we have across the Peninsula. **focus** will continue to support people to participate in activities within a Centre or out in the community, however the Centre (building) location may change as demand for different support options are requested. The Workshed (building) in Somerville will eventually close because the building is no longer required. People who have been attending the Centre don't live nearby and are being supported at other centres or in the community closer to their homes. The Factory in Mornington does not have adequate parking or facilities for the amount of people who live in the area, therefore over the coming months we will research alternative Centres that will better serve those who live in Mornington.

People living around the Dromana or Frankston area have many more Centre or community options available and are being supported to travel directly to the community from home, thus reducing the need for the McAlister or Dromana buildings. For the people who live at Red Hill they are in a unique situation where they attend a Day Service Centre on the same property. The 'Home to Community' model will be introduced for the people living at Red Hill as their NDIS plans are approved. Like the name suggests, people will have the opportunity to go to the community directly from home. People won't need to walk over to the Centre to catch a bus to go out to the community. Instead they can get picked up from home. This will change the need for the centre, turning it into a more purposeful venue, one that offers on site activities for the people living at Red Hill. For some who are ageing, being supported a few days from home instead of attending the centre Monday to Friday will also occur as they have requested in their NDIS plans.

With people receiving more hours of support in their NDIS plans means that more staff are going to be required. For a long time staff have been fearful that the NDIS will result in less work available to them. This is certainly not the case, with the NDIS indicating the need for over 55,000 additional staff Australia wide. We currently have over 230 staff members and I predict over the coming 12-months that this will increase to over 250. Our recruitment drives will therefore continue so we have enough staff to support people to achieve their outcomes.

The year has been difficult for some families, staff and people we support, particularly to those who have passed away. My condolences to the families and staff who provided exemplary support to Alistair McLaughlin, Geoff Gerring and Justin McLennan, who all unfortunately passed away this year. Losing a loved one is never easy and my thoughts and best wishes are with you all.

While the introduction of the NDIS has provided the organisation with many challenges, the quality support that each person we support has received from Active Support Workers, Customer Relationship Leaders, Activity Facilitators, Support Planners and Area Managers has been amazing. I am very fortunate to be part of a great team that understands that supporting people to live the life they want is the most important reason **focus** exists. I thank each and every person for the time and effort they provide to support people to live their life to the full and ensure **focus** is a provider of choice.

Thank you to each family member who has supported Client Services. I hope you remain satisfied that your loved one is receiving the best quality support they can have and that our communication with you meets your expectations.

Thank you to The Executive Team and the Board for their ongoing support, I truly love being part of the **focus** family and look forward to another successful year ahead.

**TONI STEWART**  
Executive Manager Client Support



## FINANCE

It is my pleasure to present the finance report for the year ended 30th June 2018.

**focus** has recorded a surplus of \$1.8m compared to last year of \$1.3m. This is an excellent result that has been made possible because of a strong investment portfolio, a donation from the Kindilan Foundation and the wonderful work of the volunteers in the Opportunity Shop, this year their revenue was up by 4.5% on the last year. They should be commended for their hard work and dedication to the organisation.

We must also be mindful of the fact that only a small proportion of our funding this year has come through the National Disability Insurance Scheme (NDIS), we have continued to be funded this financial year, by the Department of Health and Human Services (DHHS).

Many of our clients are only now beginning to receive their NDIS plans and the funding is slowly transitioning away from DHHS. Over the next 12-months we will need to keep a tight grip on expenditure as we move further into the NDIS payment in arrears environment.

The NDIS will significantly change the way **focus** is funded as well as the way we provide services. As an organisation we have been required to make a number of changes in our processes and systems to align with the NDIS.

Although improved financial management practices, reduced corporate overheads and increased efficiencies across the organisation helped reduce costs, considerable financial resources were committed to preparing for the implementation of the NDIS. Significant investment has been made into the application of new systems and processes that will better support the new funding environment.

I thank the Board and in particular the Remuneration and Finance Committee for their support and guidance throughout this period of major change.

## TRANSPORT

**focus** continues to run a fleet of 24 vehicles. Our fleet of vehicles travelled 741,990km's this year to transport clients to and from services and into the community. Our transport supervisor has been able to reduce the cost of running the fleet with a reduction in costs of 6.6%, to a total of \$365k.

As we move into the NDIS all clients will be expected to use their NDIS funding to pay for the km's they travel. To ensure excellent records are kept to determine the number of km's each person travels, this year we have worked with a developer to create an app that will assist staff to record every journey.

**GLENN TREWIN**  
Executive Manager, Finance & Commercial Operations



## 2018 PROFIT & LOSS REPORT

### INCOME

Fees	2,142,821
DHS & NDIS Grants	14,440,705
Other Grants	3,000
Fund Raising & Donations	725,802
Investment Income	487,977
Consultancy Income	12,000
Other Income	152,177

**TOTAL INCOME** **17,964,482**

### EXPENSES

Salaries and Staff Related Costs	12,796,822
Client Services/ Activities	777,235
Occupancy Costs	813,950
Depreciation	289,342
Provisions	870,384
Other Expenses	598,437

**TOTAL EXPENSES** **16,146,170**

**NET CURRENT YEAR SURPLUS** **1,818,312**

Other Changes in Equity	1,084,931
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**TOTAL CHANGES IN EQUITY** **2,903,243**

## BOARD MEMBERS

**Chairperson** | David Crawford, AO

Anthea Green	Michael Negri
Paul Hardy-Smith	Paul Thompson
Sally Harrop	Wendy Waddell
Sarah Jholl	David Wansborough

**Founder & Patron** | Emil .A. Negri

## 2018 BALANCE SHEET

### CURRENT ASSETS

Cash Assets	4,627,884
Receivables	1,596,398
Other	252,739

**Total Current Assets** **6,477,021**

### NON-CURRENT ASSETS

Other Financial Assets	6,543,995
Property, Equipment and Vehicles	17,032,500

**Total Non-Current Assets** **23,576,495**

**TOTAL ASSETS** **30,053,516**

### CURRENT LIABILITIES

Payables	328,949
GST Liabilities	295,450
Provisions	884,566
Other	183,018

**Total Current Liabilities** **1,691,983**

### NON-CURRENT LIABILITIES

Borrowings	1,226,957
Provisions	715,931

**Total Non-Current Liabilities** **1,942,888**

**TOTAL LIABILITIES** **3,634,871**

### NET ASSETS

**26,418,645**

### EQUITY

Balance Brought Forward	23,515,402
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**Total Changes in Equity** **2,903,243**

### TOTAL EQUITY

**26,418,645**



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Kindilan Society acknowledges the support of the Victorian Government