



**Minimbah**

# **2019/20 Annual Report**

Minimbah Challenge Inc



*Living with Disruption & Isolation,  
Providing Opportunity*

# The Minimbah Manifesto



## *Our Vision*

Making the best life for our people

## *Our Mission*

Actively supporting people with intellectual disability to enable them to learn, enjoy and contribute to their communities.

## *Our Values*

Community - Dignity - Teamwork - Fun - Innovation - Courage

## *Our Strategic Pillars*

**Our Participants**—To ensure our participants receive quality support to provide them with opportunities to participate in flexible, appropriate and accessible activities.

**Our Workers**—To ensure our workforce is able to provide safe, trusted and understanding supports within workplaces that are dynamic, person centred support, by being trained and vigilant to each person's needs and choices.

**Our Families**—To offer open opportunities of inclusion in the lives of their person(s) within the wider Minimbah community – to be supported, celebrate, learn, and engage with safety, dignity and trust.

**Our Community**—To ensure our participants receive quality support to provide them with opportunities to participate in flexible, appropriate and accessible activities.

## *Our Origins*

Minimbah is a disability day support service located at Marsfield NSW. A parcel of land was purchased from the Vincentia Brothers in the leafy surrounds of Marsfield, followed by the construction of the Centre, which opened in 1983 as part of the Epping Branch of the Challenge Foundation. The name Minimbah is an aboriginal word that was chosen to reflect the focus of our supports as a “place of learning”. Minimbah, from the outset, was strongly founded in the parents and families of persons with intellectual disabilities.

In 1993, the Challenge Foundation divested ownership of and within its branches and Minimbah Challenge Inc was created. Minimbah has had and retains a very strong commitment to supporting and involving our families as an important part of the lives of our people.

Minimbah provides active support through our centre-based day programs and through our community activity programs, for children on weekends and adults on weekdays and weekends. Minimbah also provides a range of transport options and community based support at and/or from a person's home. Minimbah became an NDIS approved provider upon commencement of the NDIS in NSW in 2016.

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Front Cover: Where has everyone gone?

## Acknowledgement of Country

We acknowledge and thank the traditional custodians of the land, the Wattamattagal clan of the Darug nation, on which we meet, walk, work and live. We acknowledge the Elders past and present and the care they have given this country.





# Disruption, Isolation and Opportunity

There is a saying “It’s hard to think outside the box or inside the box, when the box keeps changing shape”.



This is so applicable to the world in which we live in at present and the framework of the NDIS within which Minimbah operates.

The box is ultimately only a shell or vehicle to deliver something safely, the real work and opportunity begins when we open it. Sometimes a box may be delivered which you haven’t ordered.

2019/20 will be predominantly remembered for that unrequested box—“Covid19 pandemic”. Everybody lost count of the number of times the ever enduring phrase of “living in unprecedented times” was touted by the media, politicians and organisations.

2019/20 will be remembered for looking in the box and sometimes seeing it empty—no toilet paper; no hand sanitizer, no tissues, no ..... - a vast number of daily use items “vanished almost overnight in the early stages whilst people expected the worst and panic set in”.

Disruption due to the lack of basic necessities created concern and uncertainty by most people. Disruption was closely followed by isolation, as the pandemic progressed and entered into a stage of restrictions.

For Minimbah and our people, the experience was not all that dissimilar, except we never ran out of toilet paper and hand sanitiser!



Disruption for Minimbah and its people became most pronounced with the majority of our clients temporarily ceasing support, remaining either in their own homes or group homes as the pandemic played out. Client numbers at Minimbah reduced to a low of only 20% in April. Minimbah, however, was committed to being there for our people who needed our support—clients, families and workers. The disruption affected not only the lives of our clients and families but also of our workers. Minimbah ceased all casual staff hours with the reduced demand for support. Fortunately, this was only short term with the introduction of JobKeeper.

Minimbah then turned this into an opportunity, to re-engage most of our casuals, deliver only 1:1 support and utilise staff to undertake a wide range of tasks that we would otherwise have contracted out. Staff passionately undertook the diversification with pride and enthusiasm – several learning new skills they had never experienced before— training, painting, landscaping, grounds maintenance, internal maintenance, and catching up on the ever demanding world of NDIS documentation. All of these additional activities and our ongoing supports were able to be delivered with Covid safe practices as paramount.

Despite the disruption, Minimbah remained open to support our people who required continued support, the entire time – adults and children. Supports were significantly modified in accordance with NSW Health advice and directives, particularly regarding community access.

The potential impact of disruption on our people was acknowledged and strategies implemented to assist in

minimizing the risk to our clients and to our staff.

The impact of the disruption was evident, significantly changing the “routine” lives of our clients who remained and had limited understanding of what was happening all around them other than noticing “changes in almost everything”. The disruption created a real loss of community and companionship within our people as the majority remained isolated in their homes for their own and others health and well-being. Disruption and isolation were also felt through social distancing requirements, no group outings—only 1:1 support on outings, friends and family members unable to visit.

Our workers and visitors also experienced significant disruption and isolation - with many unable to work due to commitments supporting isolated family members, lack of childcare and other education supports. Whilst face masks became important they prevented a real exchange of visual body language—all “hidden behind the mask”.

Throughout the entire journey, the commitment of staff to both their own and our clients’ safety and well-being remained paramount. This is a strong testament to their commitment to living out Minimbah’s vision of “making the best life for our people”. Writing this report in October, the height of the concerns has now diminished and things are progressively returning to almost normal (albeit forever changed).

The Committee of Management would like to express their sincerest thanks to all of Minimbah’s staff and volunteers for the enormous commitment



and dedication they have demonstrated throughout this period. Equally the Committee of Management would like to thank all the families for their continued support throughout the year, as our people gradually returns to their familiar routines.

Throughout the entire period, Minimbah staff and the Board remained optimistic that Minimbah would not close, with increased infection control procedures implemented unless mandated restrictions were imposed (which fortunately never happened).

It is not a time that anyone wants to repeat, however disruption will always be a fact of our lives – being optimistic and opportunistic leads us all out the other side.

The Committee of Management and senior staff have been maintaining a vigilant approach to developing opportunities—not just returning to that which we are simply comfortable with.

*The lives and needs of our people will always lead to change and create opportunities.*

*For Minimbah, as we move forward, such change must be undertaken through “managed disruption” promoting engagement not isolation.*





# President's Report



2019/20 has been the most challenging and unpredictable time of our thirty seven year history. Plans made for improvements to our facilities and service capability were interrupted by the sudden outbreak of the COVID 19 pandemic that consumed most of our time and attention for the second half of the year.

It is pleasing, however, to be able to report that Minimbah has remained free of any infections resulting from COVID 19 due to the strong proactive actions taken by our CEO, management and staff to ensure we had appropriate infection control processes in place and that they were well managed.

COVID 19 also created some significant financial risks due to a substantial reduction in NDIS income resulting from a high level of client absence, however, we acknowledge the important contribution of the Australian Government's JobKeeper program to assist affraying this risk.

We have ended the year in an improved financial position that will enable Minimbah to fund our growth and improvement plans in the next year. The operating surplus of \$614,582 for the year was higher than forecast with the two major contributors being the net income received through the NDIS capital allowance (which does not have significant contra expenses in the profit and loss); net income from the NDIS Temporary Transformation Payment (to be applied to expenditure in future years); as well as the net benefit of the JobKeeper supplement to assist in wages offsets for a period and general cost savings from operational efficiencies.

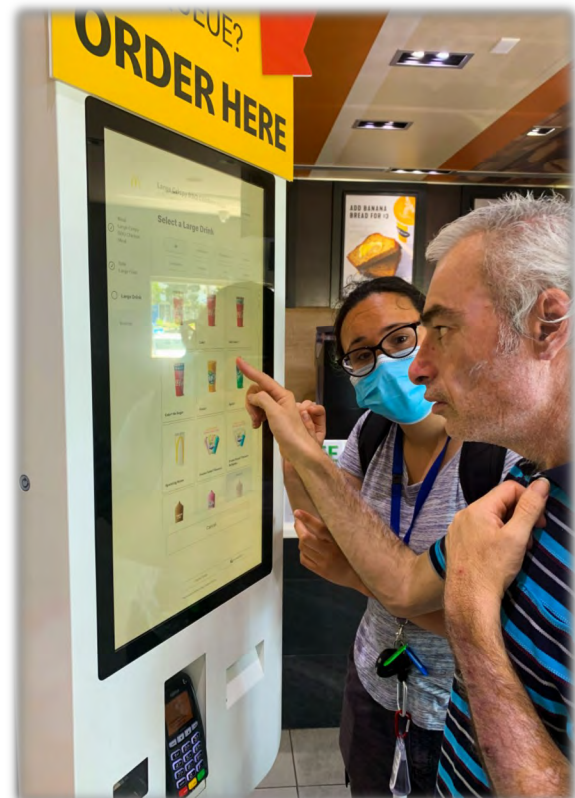
Our capital expenditure plans for the year were only partly completed, due to the COVID interruptions in the second half of the year. The renewal of our transport fleet began with the purchase of a new twelve seater three wheelchair Mercedes Benz bus, and we completed software upgrades and computer equipment replacements, installed ceiling hoists for the Platinum bathrooms, and replaced client support and entertainment equipment. Other major projects

such as the renovation of the two Silver bathrooms and the construction of a large storage shed were interrupted. Preparatory work continued, however, with the bathrooms to be commenced in week 1 of October and completed by the end of December and the shed to be scheduled for early 2021. An order was placed for an eight-seater van with delivery scheduled for September/October 2020.

Minimbah has succeeded this last year, amidst very significant distractions and challenges, due to the commitment of management and staff to maintain the best outcomes for our clients whilst ensuring they remained safe at all times and we record our thanks for their commitment to maintaining the much needed supports for our people in safe and encouraging ways for all those who sought them.

The good work of the Minimbah team was also acknowledged in the annual survey completed by families and carers which showed a pleasing increase in already high customer satisfaction levels.

I also want to acknowledge the important contribution of your Board members in maintaining strong oversight of the organisation and providing support to the management team as needed which included weekly meetings during April whilst the peak impact of pandemic was developing.





Additionally, we have been fortunate this year to have been able to have the participation of two people as observers to our Board meetings, Nicole Ng and Jessica Williamson, who are a part of the Westpac Board Observership Program sponsored through the Westpac Foundation. The purpose of this program is to enable participants to share their skills and to learn about board activities and processes. We appreciate the valuable contributions Nicole and Jessica have made to our board discussions.

2020/21 will continue to be strongly influenced by the unpredictable impacts of COVID on our capacity to manage new projects, however, your board remains focused on maintaining progress with development of our strategic plan to ensure Minimbah is in the strongest position to move forward when we return to “normal” operating conditions.

David Peachey  
President

## *Minimbah's NDIS Supports*

**Day Centre programs and supports** Monday to Friday at Marsfield offer a wide range of supports and therapies that are person centred and flexible based on the choice and control of participants— Gardening, exercise, cooking, Zumba, music, craft, computers, card making, massage, life skills, recreational fun and socialisation, singing hands, and much more.

**Community access supports**, using our fleet of twelve modified vehicles—parks, picnics, bushwalking, sailing, shopping, cafes, assisted swimming, bowling, cinemas, special events, and much more.

**Children's support** on weekends for 7 to 18 years— offering all of the above.

**7 day from home support** to engage in community access.

**Support co-ordination** to assist in NDIS Plan implementation and support choice and design.





# 2019/20 A Year in Review

It is easy for the year to be overshadowed by the impact of Covid-19, however, 2019/2020, brought about a number of significant changes within Minimbah. The following is a snapshot of the significant events.

## ***New NDIS participants from the closure of Jenny's Place***

Jenny's Place was a small nearby day centre operated by Seton Villa (Daughters of Charity). Their Board developed a strategic redevelopment strategy for all of their disability services which led to the announced closure of Jenny's Place. Minimbah acknowledged that the decision as to where any of the Jenny's Place participants would transition would be within the total choice and control of the participant and/or their nominee. Following a number of visits from family members, Minimbah was able to assist with additional support for six of their participants.

## ***2020 Annual Parent/Carer and Staff Survey***

Minimbah undertook its annual surveys of parents/carers and of workers in June 2020. The response rates for families and staff was very encouraging. The survey is one way of understanding the future needs of people as well as understanding how the delivery of daily supports is valued.



In summary, the overall satisfaction from families/carers was 9.2/10 for 2020 (up marginally from 8.9 in 2019). Similarly, staff rated their overall satisfaction at 8.9/10 (same as 2019).

Minimbah has and will always be focused on the quality of our supports being relational and person-centred. Minimbah values feedback of any kind to assist us to maintain the quality we strive for and seek opportunities for growth.

## ***NDIS Commission Registration Audit***

Also along the lines of ensuring quality, in accordance with the NDIS legislation, all NDIS Providers must be approved by the NDIS Commission through the undertaking and successful completion of an independent quality audit at least every three years. Minimbah has now successfully completed a very extensive and unfortunately protracted audit process (mainly due to Covid) that validates the supports we provide in accordance with the NDIS Practice Standards.





The NDIS Practice Standards embrace:

- \* Participant Rights and Responsibilities
- \* Provider Governance and Operational Management
- \* Provision of Supports
- \* Provision of Supports Environment
- \* Other specific modules that relate to the supports different providers offer, e.g. High Intensity Daily Personal Activities and Behaviour Management, etc.

***Preparing to say goodbye Minimbah Challenge Inc and hello Minimbah Disability Support Service Ltd***

The Committee of Management has been undertaking the extensive preparations necessary to change the legal structure of Minimbah Challenge Inc. In 1993, the transition from the Epping Branch of the Challenge Foundation to Minimbah Challenge Inc was undertaken. Now the next stage of the journey, as required to comply with NSW legislation, has begun to move Minimbah from an incorporated association registered under NSW Fair Trading to a company limited by guarantee registered under the Australian Securities and Investments Commission (ASIC).

Minimbah's not-for-profit and charitable status will remain unaffected.

As there are a number of other businesses registered with the name Minimbah in their title, the more simplified option of "Minimbah Ltd" was not available.



A reference group was established of family members of Minimbah clients together with Minimbah Committee members to assist in the guidance and decision making necessary to develop a new draft constitution, development of the name etc. All of these decisions are draft and will need to be voted on at an extraordinary meeting of Minimbah members, in accord with Minimbah's current Rules and Objectives. Such a meeting is planned for later in 2020, with an anticipated change of structure in place from 30 June 2021.

***Renovation of Silver Room Bathrooms***

Following a comprehensive staff consultation process, the plans have been finalized for major renovation of the two Silver Room internal bathrooms. The demolition work will commence later in 2020. This will involve the removal of some internal walls, all ceiling linings inside each bathroom and a total strip-out back to the original building structural framework.

The new bathrooms will be:

- one fitted out as a client change room with a two-way access disability toilet cubicle, featuring:
  - underfloor heating
  - x/y ceiling hoist (accessible throughout the entire bathroom area)
  - air conditioning and ventilation
  - natural ceiling lighting
  - disability assistance grab rails, etc.;
- The other will be fitted with two internal disability toilet cubicles, with the same features as above;
- two corridor accessible toilets, both disability accessible with natural lighting, etc.

To reduce the impact on client support, the bathrooms are being renovated separately. It is anticipated these will be completed by the end of December 2020.

### ***New vehicles***

Minimbah acquired two new vehicles to add to our transport fleet during the year. The vehicles have yet to be used to their capacity due to Covid 19 restrictions with social distancing within the vehicles.

- A twelve seater Mercedes Sprinter retrofitted for multiple wheelchair access, automatic side step assist, driver plexiglass protection barrier and full vinyl seating in the body of the van; and
- Ordered, due Sep/Oct—an eight seater Hyundai Imax .



### ***Retro-fitting of improved support modifications to the Platinum Room bathrooms***

New ceiling hoists and air conditioners were installed in both Platinum Room bathrooms in late 2019 to afford greater safety and comfort for participants and staff.

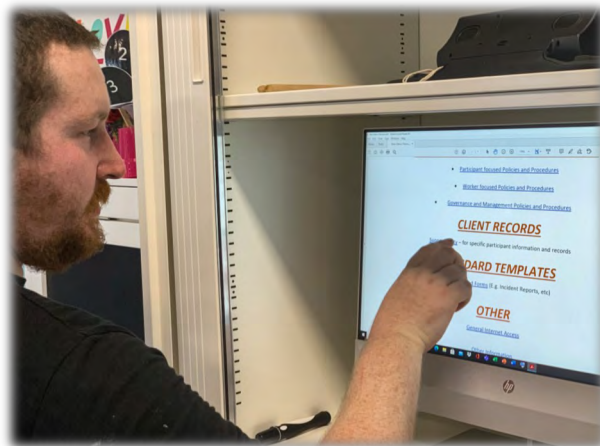
Opaque glass tile paneling installed for natural light in the larger bathroom.

Later in 2020, natural ceiling lighting and improved ventilation will be installed.



### ***New Touchscreen computers in the main client support rooms***

The three new computers have been installed in the client support rooms to provide ready access for staff to all necessary client files and notes, as well as being able to manage documentation within the support environment with our clients.



### ***New Small Multi-function / Meeting Room***

The conversion of the dedicated massage room in to a multi-purpose room was completed during Covid “shutdown” to provide for small group meetings (families, staff, visitors, etc); client massage sessions; and client quiet sessions.

### ***Painting of the Silver Room and Silver Room Kitchen***

The Silver Room client support area and the Silver Room Kitchen have undergone a complete new colour refresh, with all the painting undertaken by



Minimbah staff during the Covid19 period. A great job by all involved – including all the unintentional paint spills – minor and major!

### ***Updated outside landscaping in client access areas***

Another Covid19 staff project was the rejuvenation of the landscaping around all the client support areas with seven 9m<sup>3</sup> rubbish skips filled, to provide more effective and safer client support areas.



more effectively utilising our existing site rather than looking further afield with ever increasing local property values and commit to staying focused on what Minimbah does best rather than more broadly diversifying.

### ***Implementation of new IT Systems***

Minimbah has also fully changed over our data storage to Microsoft 365 and Teams, enabling a wider range of secure file storage and access. This has also enabled access to Team video meetings which has been widely utilised during Covid for NDIS planning meetings; Committee of Management monthly meetings; NDIS/ Family meetings, Support Co-ordination, etc. All data is stored securely within Australia and managed within Minimbah's Privacy Policy. This enabled a cost efficient solution to our ageing computer storage hardware.

### ***New Minimbah Website***

With the valued assistance of Danny Hui, Minimbah Committee member, the Minimbah website has been totally updated and refreshed—[www.minimbah.org.au](http://www.minimbah.org.au).

## ***Planned support upgrades for 2020/21 and beyond***

The Minimbah Committee has been engaged in discussions to master plan the Minimbah site, looking at future support needs and opportunities for improvement. The Committee has strategically considered the best opportunities exist for Minimbah by

Scheduled works planned for 2020/21 are:

- Platinum Room Bathroom natural lighting and ventilation upgrades
- Replace and extend the client support area in the Pearl/Platinum area.  
The work will involve excavation of a large concrete area near the Platinum/Pearl exit door, expanding the area to the edge of the carpark roadway, re-concreting and adding softfall surfacing, installing new safety fencing and erecting a new pergola to provide weather protection.
- New and enlarged storage facilities along the border fencing area with the retirement village, at the rear of the property. Depending upon a feasibility assessment, it is also proposed to include some additional client quiet support rooms along the same boundary near the park areas accessible by a covered verandah area overlooking the park.
- Internal repainting following the completion of the Silver Room Bathroom renovations.
- New flooring and office equipment in the two administration offices.

# CEO's Report



I stopped, the other day, to read the first Annual Report of Minimbah Challenge Inc., 1993/94. Many of you may know that Minimbah commenced providing disability supports at Marsfield in 1983.

However, for the first 10 years it was known as the Epping Branch of the Challenge Foundation. The Challenge Foundation was made of many branches across NSW. In 1993, all Challenge branches became independent incorporated organisations. In 1993, Minimbah Challenge Inc, as we know it, was formed. The name changed but the same high quality support to persons with intellectual disabilities continued. Who may you ask was the President of Minimbah at the time of the transition? – Frank Brown. Frank served as director to Minimbah for over 10 years and his wife Mary provided substantial support to Minimbah in other ways. Frank and Mary's daughter still attends Minimbah.

In reading that Annual Report it was apparent that the transition was not a smooth one and there were many "political" obstacles and issues that had to be addressed, as is often the case.

Welcome to 2020. This bit of history highlights the fact that looking back over 27 years ago, the environment of change and disruption, in whatever form it takes, is still prevalent in the operation of Minimbah, the lives of staff, families and the client we support. No-one this year has escaped the enormity of the impact that Covid-19 has had on our own lives and the lives of everyone that we have come in contact with – friends, family members, work colleagues, and the persons we all support, in one way or another. We have also seen one of the most significant changes in the NDIS Price structuring

since the inception of the NDIS.

I am not going to compare these events, other than to quote the closing section of the then General Manager's report, Ann Smith, in the 1993/94 Annual Report: "There are so many challenges to be faced on a daily basis at Minimbah, and there is still so much that needs to be addressed – such as individual communication programmes. We are all aware that we must continue to strive to meet the needs of the individual and that this can only be achieved by all of us working together. I have never professed that Minimbah provides a "perfect" service. I acknowledge that there will always be room for "improvement", but there are so many positives happening and these will continue to happen only if we all work together to provide a quality service for the people who count – your sons and daughters."



The continuing issues of challenge, change, expectation and resources consistently drive our world. It is easy to focus on the obstacles and issues and ignore the positives that are happening all around us changing the lives of our people through the dedication of staff and families. This commitment by our staff and volunteers is what drives the high quality support for all of our people now and in to the future.

Minimbah's vision of "making the best life for our people" continues to ring true and be relevant as we move forward, constantly engaging more with the ever



changing world of the NDIS, embrace changes of legal structure, undertake quality audits and their outcomes, renovate and build new facilities and joyfully strive to meet with passion the changing needs and choices of our people.

I could say “enough of the BS – bank stuff that is”, to quote a current financial institution’s advertising patter – but in our world everything mentioned above is more than just words and dollars – it is real change, in real persons’ lives that really matter and has significant and everlasting impacts, as we learn, explore and create.

I want to say a huge thank you to everyone – staff, volunteers, families – that have really come together this year to assist Minimbah through a very disruptive year, not only due to Covid19, but also as we continue to chart our way forward through the maze of changes that lie ahead for Minimbah and all disability organisations.

In August 2019, Steve McNab joined us in the new role of People & Culture Manager to focus on the support and management of our workforce that required a dedicated resource.



Towards the latter part of 2019 we were planning for the major renovation of our internal bathrooms, undertaking the NDIS Commission’s re-registration audit, celebrating birthdays and special events together and much more. All this was “put on hold” when on late February 2020 Covid-19 became the “talk of the town” and the world began to rapidly change.

Initially with fewer staff and clients to support each day, opportunities arose to undertake focused staff training and much needed maintenance and landscaping. The provision of 1:1 support to all our NDIS participants still attending also utilised many of our staff. This was further stretched at times with several requests for 1:1 home support for our isolated clients in the family homes. All in all, it still remained a very busy time for all of our workers. It was humbling and encouraging to see the trust that families placed in Minimbah staff to support their family members through the challenges of disruption and isolation that Covid presented.

Covid presented all of us with many challenges but also an array of learning experiences we will take forward post-Covid. It has provided opportunity to work more 1:1 with some of our people who previously only had funding for less intensity of support. These opportunities have benefited many of our participants to gain more trust and learn new things. We have also seen a number of positive behavioural changes leading to greater integration both within Minimbah and our broader community.

I also want to thank the enormous support and commitment of the Minimbah Committee of Management throughout the year, and in particular the Covid period where at times weekly catchup meetings were held to ensure we remained vigilant to the changes and did not compromise on the safety and well being of our clients and our workers. Whilst the “new mantra” is “encouraging people to work more from home and offer flexibility”, video conducted Committee meetings were not fun, but we survived.

A lot lies ahead for Minimbah as our people return. Challenges such as ensuring quality staffing, with still a number of participants requiring off-site support at

higher support levels; some staff leaving as they complete their nursing qualifications, etc. and a general difficulty in recruiting new staff due to JobKeeper and people's perceptions of job security with a volatile world.

NDIS funding became available to assist in affraying the additional costs associated with significantly increased infection control material and supplies and the acquisition of personal protective equipment – from touchless thermometers, hand sanitisers, face shields, signage, etc.

Minimbah, with the significant downturn in client numbers became eligible for the Australian Government JobKeeper incentive program. This benefited our staff in ensuring a steady income and continued employment as well as for Minimbah in assisting us to fund higher levels of staff to meet increased individual participant support needs and undergo training, otherwise primarily unfunded through the NDIS.

The positive Net Result reported for 2019/20 has been assisted by JobKeeper, however, much of the incentive was also used to offset the staff costs to provide unfunded activities such as

grounds maintenance, buddy training, person centred and active support training, etc. The reported Net Surplus, as explained further in the Finance Report, is deceptive in that it include the net income from two NDIS allowances, TTP and Capital, but for which the expenditure will either be incurred in the upcoming years as we undertake some significant systems changes to assist staff in administration or only reported gradually in the profit and loss over the life of every asset we purchase such as vehicles, etc. It is further impacted in that the NDIS TTP allowance is only temporary and reduces by one fifth each year. These are welcomed and necessary but can paint a very distorted financial picture.

Minimbah's operational budget result excluding these items, runs very close to break-even each year. The NDIS funding assumptions, if extrapolated for Minimbah only provides a buffer of less than \$80,000 to cover the higher administration costs being required of the NDIS and provide for reinvestment in to new opportunities.

The respect Minimbah has received from family members and the NDIA of our support co-ordination program, managed by Ness is wonderful to see. Support Co-ordinators can often become the "meat in the sandwich" and deliver just what is asked, however, Minimbah's supports have been welcomed as going above what is required in supporting families and helping them understand and adapt their understanding to work with the ever changing complexities of the NDIS.

Finally, I would also like to express my sincere gratitude to my senior management team -Tina, Pam, Steve and all Minimbah staff – for all your support, innovation and skills you have brought individually and collectively throughout the year.

I look forward to the challenges and opportunities ahead, both planned and unplanned, to lead a committed team of people that are focused on making the best life for our people.

Wayne Newell







# CARE MANAGER'S REPORT



Just when we thought life could not become any more challenging for our participants and staff along comes Covid-19 to test us further! What a year we have had and how well we have all

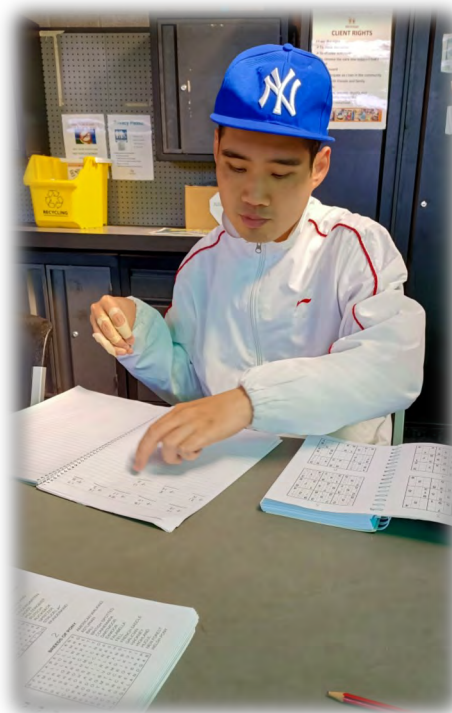
worked together to overcome some of the obstacles we never dreamt could be thrown our way. The flexible and adaptable approach adopted by staff throughout recent months has ensured some valuable consistency and reassurance for several Minimbah participants in these strange times and for many of us has reinforced why we enjoy doing what we do each day. Whilst we await the final result of what we hope was a successful audit to confirm our re-registration with the NDIS Quality and Safeguards Commission we are unreservedly looking forward to the coming year with nervous anticipation of better things to come.

Having fewer people on-site for so many months has, in many ways, forced us to think outside the box and presented us with opportunities that we otherwise might not have had. Plans are well underway to implement some of the positive initiatives that we have been able to prepare during the quieter times and the coming year is looking encouraging in many ways.

It is not often we find ourselves in the situation of having too many staff available. One of the most positive things to come from recent months was being able to plan for the future and ensure that as many staff as possible had

the opportunity to work in different areas and learn different skills to enable them to support a wider group of participants. This means that we are in a much stronger position for the coming year and will have a larger pool of staff who have been well trained to support more of our participants. Many staff also had the benefit of attending several tailored training programs delivered by Steve, our new People and Culture Manager. Learning about the impact of codependent relationships reinforced the need for many of our staff to equip themselves with the necessary skills to support a broader range of participants. The challenge for the coming year is to follow through with this approach, to utilise the knowledge gained in those training programs and embed it in our standard practices in order to provide our participants, many of whom struggle with accepting transitions, change and new faces, with sensitive and consistent staff rotations which in turn will develop their capacity to accept new people and routines and provide more opportunities for positive interaction and participation.

As always, we are still striving to provide quality meaningful and worthwhile activities for all our people and are working towards completing an overhaul of our programs and activities in the new year. Funding limitations and the ever increasing administrative





demands placed on us by the NDIS can make this challenging and impact heavily on the outcomes for our participants. These quieter months have enabled us to review and rethink how we deliver many of our programs and already we are seeing positive changes in many areas of our service delivery. The Person Centred Active Support Training sessions in June equipped staff with the knowledge and enthusiasm to take on the challenges we face on a daily basis with the confidence to work safely within the Practice Standards of the Quality and Safeguards framework while at the same time making sure the individual approach to planning and delivering suitable activities is achieved in the most inclusive way.

From new programs such as Singing Hands and Zumba, to simply encouraging more social



interaction and independence out in the community along with the trusted old favourites such as going out for lunch or coffee and cake, more participants will have a wider choice of how to spend their time with us, accessing programs developed and implemented by staff who have the appropriate knowledge and experience to deliver them. To date this year we have had successful outcomes already for several people including but not limited to Kim who is working towards extending her time socializing and cooking at Minimbah instead of always being out and about by herself, Keith who has also made huge progress in his transition to include more centre based activities, namely the new Singing Hands program and Yolande who, for so many years has preferred her own company,

and is now enjoying the company of others out and about in the community and learning how to share a vehicle. The difficult months just passed, and the enticement of the year ahead give us more motivation and challenge us to explore new possibilities and exciting alternatives for our participants to continue to be a valued part of our community.

Despite the enormous progress made in recent years for people with intellectual disability to enjoy equal enjoyment of all human rights we all know there is still a lot that can be improved in society to remove some of the barriers faced each day. Minimbah is committed to educating people and raising awareness in our community to promote, protect and ensure that equality. Another one of the ways we aim to achieve this is by partnering with educational institutions and providing opportunities for students to gain valuable hands on experiences. We hope to continue to develop the mutually beneficial relationships we have formed with Western Sydney University School of Medicine and Meadowbank TAFE in order to offer more students the opportunity to gain a realistic understanding of and holistic approach to supporting people with intellectual disability which they can then apply in their chosen profession. We have had numerous students from each institution on-site throughout the year, some of whom have successfully applied for employment with us whilst continuing their studies, and we anticipate that more will do so in the year ahead. We have also enjoyed the benefit of a revamped recruitment process which has seen us attract quality experienced and suitably qualified staff to help us on the journey ahead. We welcome them to Minimbah and look forward to an exciting year ahead together.

At the time of writing, the demolition of our corridor bathroom areas has begun, and they too will be revamped over coming months providing us with two more ceiling hoists and much larger and safer changing and toileting areas. The recent acquisition of two brand new modified vehicles to add to our expanding fleet, stands us in good stead to take advantage of the many beautiful locations nearby as we embark on our new program structure, and thankfully despite the difficulties behind us we too have fuel in reserve to tackle whatever else may come our way in the year ahead!

Christina Diprose

# PEOPLE & CULTURE MANAGER'S REPORT



My role as the newly established People and Culture Manager role primarily supports the training and development needs of staff, employment practices, work health and safety needs of our staff and

provides a dedicated focus on enhancing our workplace culture and performance standards. Minimbah has a workforce in excess of ninety staff and volunteers.

## Training

Critical to our vision and mission is ensuring Minimbah maintains and recruits an effective workforce that is skilled in providing our quality of supports. Equipping our staff by delivering appropriate training such as active person-centred support, and many other areas, will remain a focus for Minimbah to ensure we can meet the ever increasing expectations and needs of our people and our workforce, reduce turnover of staff and ensure all our workers live out Minimbah's mission through their service.

Providing excellent support to our participants requires staff to have both the right technical skills and the right personal attributes such as patience, empathy and respect for the rights of our participants. Face-to-face training programs delivered for staff included:

- ◆ Active person-centred support—anticipating and responding to challenging behaviours; assisted decision-making; minimising co-dependency
- ◆ Zero Tolerance to Abuse, Neglect and Violence—understanding, identifying, acting and reporting - as a human right not a disability issue
- ◆ the updated and revised participant support policies and procedures including safe food handling, code of ethics and conduct, mealtime management, responding to seizures, behaviour support planning as well as a range of policies and procedures around people management and support

- ◆ Performance Review Programs involving providing feedback to staff on their performance, leading, developing and encouraging staff and strategies to assist with improvement and development
- ◆ The importance of organisational culture, the impact culture has on the workplace with other staff as well as with our participants, sharing information and communication.

Minimbah wants staff to see training as a lived on the job experience as well as enabling dedicated time-out to focus and discuss specific areas. Our face-to-face training programs had over 200 attendees.

In addition to general training, Minimbah sponsored a number of staff to undertake Certificate III and IV programs in Disability and a Certificate IV program in Management. We also provided work placements for several TAFE students some of whom were offered and accepted employment with Minimbah as Disability Support Workers.

Understanding the needs of our people is critically. The support we deliver is not a “transaction”, it is a relationship. Our Programs on Active Person-centred Support involve role reversal where the staff take on the roles of participants, experiencing just a glimpse of what it may be like to be disabled—experiencing being hoisted with a ceiling hoist; supported in a wheelchair without vision—over bumps, around corridors with noise and smells; etc. These experiences develop a greater understanding of the needs and expectations of participants and their families. Many staff expressed the view that the experience gave them new insights into the importance of empathy, patience and really engaging positively and respectfully with participants.

Minimbah is committed to maintaining a program of planned training programs throughout the year to ensure we can provide qualified and trained staff to meet current and emerging support needs. The training sessions will utilise Minimbah resources providing a combination of Minimbah





developed training programs, on-line training courses as well as externally provided training where it is more appropriate for specialised trainers to deliver such programs (on and off-site).

All staff have successfully completed the NDIS Worker Orientation video module “Quality, Safety and You”. This module is also now a prerequisite to employment with an NDIS approved Provider.

## Recruitment

As Minimbah continues to grow in participant numbers, the ongoing recruitment of qualified and suitable staff is critically important. It is equally important to ensure that in such a highly emotional and physically demanding environment, such as Minimbah, that staff are rested and that participants are not “reliant” on only a small number or specific individuals. Understanding and integrating co-dependency principles assists greatly with this.

Minimbah maintains an effective and progressive recruitment process, utilising capability-based assessment techniques designed to assess a candidate’s technical skills and personal attributes and attitudes in providing active person-centred support. It is anticipated that whilst there is considerable unemployment due to Covid19, staff recruitment as we come out of Covid will be challenging. JobKeeper will continue into 2021 providing security for staff, particularly casuals and staff with existing employment may be reluctant to change in an “uncertain” employment market. Similarly it is about finding the balance between persons with existing skills and qualifications versus developing those skills and qualifications in persons with strong empathy and relational skills.

From February 2021, the NDIS will be implementing new workers screening arrangements. A main part of these new measures will be the establishment of a secure access NDIS Worker Screening database to support NDIS worker screening checks. Currently workers screening requirements are primarily State based. Minimbah requires all workers to provide a National Police Check (working with vulnerable persons) prior to commencing at Minimbah (support staff and administration workers). These must be renewed every four years, at a minimum. Working with Children’s checks are undertaken for all workers directly engaged with any of our participants under 18 years or workers who have

available access to personal and sensitive information relating to the children we support.

All new workers undertake a comprehensive orientation program upon commencement and prior to delivering any supports. New staff are buddied with existing staff for a period to assist understanding the needs of the participants, commence a development of trust and understand the needs and expectations of Minimbah as an approved NDIS provider.

The NDIS Code of Conduct for Workers is paramount in the induction process and ongoing.

## Work Health and Safety

Work Health and Safety was another major focus for People & Culture. The environment of delivering support with our participants is often very physically and emotionally demanding. Minimbah maintained a very effective safety record throughout the year and focusses on understanding safety in the workplace, upgrading support equipment—such as the ceiling hoists and planned new bathrooms, etc. Safety is everyone’s responsibility and can never be overlooked when supporting persons with varying degrees of vulnerability.

Similarly, Minimbah maintained a very strong and compliant approach to infection control and health management throughout the Covid period and will continue to do so. Minimbah has been ensuring the adherence of NSW Health advice and safe practices throughout the centre .

Incident reporting systems were redesigned and implemented with a range of revised procedures including responding to emergency situations, use of personal protective equipment and safe food handling.

## NDIS Registration

The NDIS re-registration process was an intense and encouraging experience. Reviewing all of our human resource related processes and policies in relation to the NDIS standards, identifying gaps and developing new and/or revising existing policies and procedures in accordance with the NDIS Practice Standards was challenging but also provided a very good check on the quality of our systems. The audit is conducted in two Stages—Stage 1—a documentation audit and Stage 2—how the documentation and more is lived, understood and delivered in practice at Minimbah. The auditors commented very favourably on the comprehensive and relevant nature of all Minimbah’s documented material.

Minimbah has an excellent workforce and we need to ensure that they are supported, trained and continue to learn to ensure we not only provide the best supports for our people as expected by the NDIS but to grow people as individuals supporting persons to grow as individuals within the Minimbah community.

Steve McNab

# Life @ Minimbah 2019/20





# Life @ Minimbah 2019/20













# 2019/20 Finance Report

This financial year was a year of challenges with drought, bushfires, global pandemic and the economic recession but also proved to be a year of opportunities.

The onset of the Covid-19 pandemic around end of March 2020 proved to be a significant challenge to the viability of Minimbah's business as 80% of our NDIS participants suspended their supports. The NDIA implemented a number of assistance measures—10% Covid loading, relaxed cancellation rules, which assisted and together with the Australian government's JobKeeper program and Cash Flow Boosts, we were able to maintain our workforce and continue providing supports to our clients.



An overview of the financial operations of Minimbah during the year –

## Revenue

Total revenue for the year is 15% higher as compared to the previous year due to the new TTP loading of 7.50%, annual indexation in the NDIS prices, new clients, and government subsidies and assistance programs during the latter part of the financial year.

Income generated from sources other than operating activities are –

- NDIS capital allowance of \$162,333 relating to \$2 per client hour additional charge. This income is not directly/necessarily offset with any expenditure during the year as the funding is to support ongoing capital replacement needs (only expense is annual depreciation on assets purchased) and major maintenance costs.
- NDIS TTP allowance of \$263,404 (as with capital allowance this has no direct expense offset in 2019/20 with expenditure planned for 2020/21 and beyond to improve client information systems, quality reporting, etc. This allowance will progressively decrease to nil over five years.
- Non-recurrent government funding of \$494,500 for JobKeeper payments and Cash flow boosts (many staff were redeployed in non-support activities).

## Expenses

Expenses were kept at a minimal increase of 6% (\$247,547) as compared to the last financial year. Staff costs increased by 5% due to the yearly indexation and ERO adjustments in the SCHADS award as well as the realignment of staff pay rates as approved by the Board.

Insurance premiums increased by 22% from last year mainly due to the increase in workers compensation premiums from the ongoing treatment of an injured worker and insurance price increases. Minimbah, as in the previous years, maintains a good safe environment for its staff despite the high-risk nature of our environment.

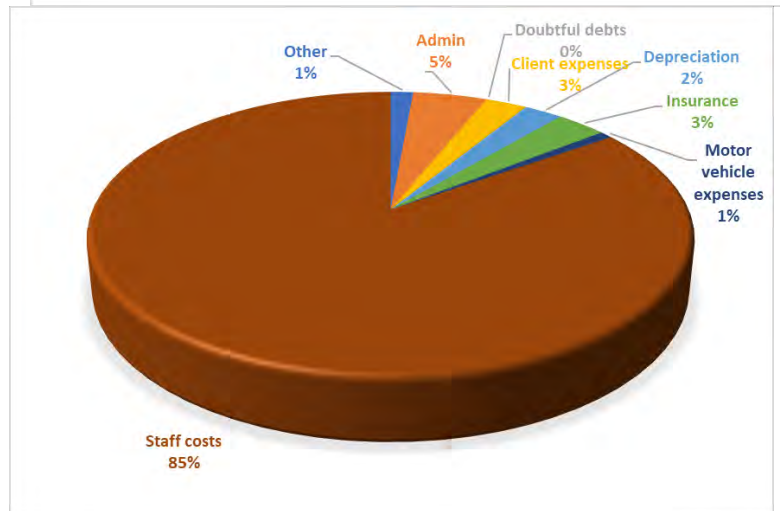
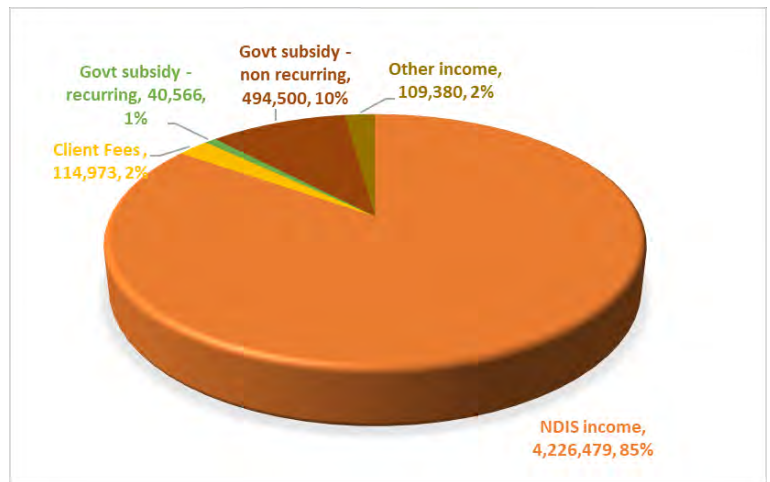
## Net Result

The 2019/20 financial year Net Result primarily reflects the income received for the NDIS TTP and NDIS capital allowances where the income has been recognized in this year, but the expenses will be reflected in the accounts in later years as depreciation, replacement or major project costs. The surplus was assisted by the net of the JobKeeper allowance and the Australian Government's CashFlow Boost program.



**Financial Position**

The net cash increased by \$909,029 of which \$333,003 relates to the temporary cash advance provided by the NDIS at the start of the pandemic which will be fully repaid later in 2020



through the MDIS payment system from October 2020. Minimbah did not utilise any of the advance funds.

**Financial Governance**

The Finance Committee met regularly throughout the year to ensure that proper systems and processes are in place and risks are effectively managed and mitigated.

Minimbah proactively undertakes quarterly external financial audit reviews to identify any issues should they arise, within a more relevant timeframe.

Minimbah, like all other registered NDIS, is subject to random NDIS income audit checks, normally conducted by random sampling every three months.



**INCOME STATEMENT****Statement of profit or loss for the year ended 30 June 2020**

	<b>2020</b>		<b>2019</b>
	<b>\$</b>		<b>\$</b>
Revenue from ordinary activities	4,985,898		4,347,727
Expenses from ordinary activities	4,371,316		4,123,769
Surplus/(deficit) before income tax	614,582		223,958
Income tax expense	-		-
Surplus/(deficit) for the year	614,582		223,958
Other comprehensive income	-		-
<b>Total comprehensive income for the year</b>	<b>614,582</b>		<b>223,958</b>

**BALANCE SHEET****Statement of financial position as at 30 June 2020**

	<b>2020</b>		<b>2019</b>
	<b>\$</b>		<b>\$</b>
-			
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash	141,147		195,240
Investments	1,808,534		845,412
Trade and Other Receivables	471,841		389,289
Other Assets	56,413		26,388
<b>TOTAL CURRENT ASSETS</b>	<b>2,477,935</b>		<b>1,456,329</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	1,819,055		1,722,237
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,819,055</b>		<b>1,722,237</b>
<b>TOTAL ASSETS</b>	<b>4,296,990</b>		<b>3,178,566</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	611,527		183,812
Short-term provisions	195,458		151,870
<b>TOTAL CURRENT LIABILITIES</b>	<b>806,985</b>		<b>335,682</b>
<b>NON-CURRENT LIABILITIES</b>			
Long-term provisions	154,420		121,881
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>154,420</b>		<b>121,881</b>
<b>TOTAL LIABILITIES</b>	<b>961,405</b>		<b>457,563</b>
<b>NET ASSETS</b>	<b>3,335,585</b>		<b>2,721,003</b>
<b>MEMBERS' FUND</b>	<b>3,335,585</b>		<b>2,721,003</b>




MINIMBAH CHALLENGE INCORPORATED  
ABN 11 850 625 970

DIRECTORS' DECLARATION

In the opinion of the Directors of Minimbah Challenge Incorporated:

- 1 a. The accompanying Statement of Profit and Loss and Other Comprehensive Income is drawn up so as to give a true and fair view of the surplus of the Association for the 12 months ended 30<sup>th</sup> June 2020; and
- b. The accompanying Statement of Financial Position is drawn up so as to give a true and fair view of the state of affairs of the Association as at 30<sup>th</sup> June 2020.
- 2 At the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors by:

  
David Peachey  
Director  
Dated this 7/9/ 2020

  
Michael Welch  
Director

A complete copy of the Minimbah Annual Financial Statement 2019/20 are available from our website [www.minimbah.org.au](http://www.minimbah.org.au) or by phoning (02) 9887 2299 and requesting a copy.





# Learning Matters @ Minimbah 2019/20





# Minimbah Governance & Management

Minimbah's Management Committee, operating as a Board of Directors, is responsible for the corporate governance of the organisation. In accordance with the Minimbah Rules and Objectives, the Committee of Management (Board) can consist of up to eleven people acting in a voluntary capacity. The Board guides and monitors the activities of Minimbah seeking to serve the best interests of clients, families and workers, and acting on behalf of the members, to whom they are accountable.

## Board Members

David Peachey  
**President**  
Appointed Sept 1997



Michael Welch  
**Treasurer**  
Appointed Sept 1983



Danny Hui  
**Director**  
Appointed Oct 2017



Elaine Abery  
**Director**  
Appointed July 2018



Michael Nowland  
**Director**  
Appointed Sept 2019

Anthony Colaco  
**Director**  
Appointed Sept 2019

## Auditor

Amelia Chen, AC Accounting and Taxation

## Senior Management

CEO	Wayne Newell
Care Manager	Tina Diprose
Finance Manager	Pamela Moriarty
People & Culture Manager	Steve McNab
Support Co-ordinator	Vanessa Archer

## Team Leaders and Co-ordinators

Calista Rajadurai  
Sheridan Herman  
Shayla Williams  
Andy Kerr

## Support 2ICs

Faustino Aboka  
Sharon Prosper  
Suzane Phuyal  
Babu Paramby

## To all our Supporters

# Thank you!

Minimbah welcomes and encourages all community involvement and interaction to further the support of families and provide opportunities for inclusion and understanding.



**Grill'd Macquarie Centre** supported Minimbah as one of their charities in 2020.

### Residents of the Southern Cross Retirement Village—Marsfield

During Covid, Minimbah has developed a strong support relationship with the retirement village residents, several of whom have provided financial and other material support to Minimbah.



**Foodbank, for their loyal support providing food and supplies from Sydney distributors** Foodbank has become available to Minimbah, as a registered community charity. Minimbah has been able to access a wide range of food supplies either at no cost or significantly discounted prices compared to regular sources.



Woolworths has supported Minimbah and our families for the last three years donating considerable quantities of quality fresh produce that our people use in their cooking programs and families are able to access noting the difficult financial pressures of the NDIS.





# Supporting Minimbah



## Why support Minimbah?

Minimbah appreciates every bit of additional support it receives. These supports enable Minimbah to undertake projects small and large to further develop the opportunities available to our current and future people. The NDIS has only just included a small capital equipment allowance in the hourly rates for day centres such as Minimbah. We still, however, have to look for more creative ways of ensuring the replacement of existing equipment such as mobility aids, bathroom ceiling hoists, room equipment, disability access transport vehicles, etc.

Minimbah has received and will continue to apply for appropriate and available government or community grants, however, with diminishing resources these are becoming far more competitive than ever before.

We have been undertaking some significant master planning of the site to optimise the use of our great property and expand on the range of quality supports we already offer. Quiet spaces are very high in demand and with increasing complexity in behaviours space becomes limited. Part of the master planning is to assess the feasibility of adding some sensory room and quiet space facilities on to our existing land space and from the main building of Minimbah. These areas provide quiet environments our people can enjoy. The spaces will also provide for additional auditory, visual and other sensory stimuli to promote relaxation, development and engagement.

Covid has set many of our plans back temporarily, but it has also provided us with opportunities to assess our needs. Once we completed the current bathroom renovations by December 2020 we will undertake a feasibility assessment with the intent that we will reach out to engage individuals in our community as Minimbah Support Partners. We are always seeking long term support relationships. We will also be undertaking a broader community outreach program focused on Minimbah's supports in our local community.

We look forward to developing resources that are innovative but more importantly appropriate resources that equip and advance learning within the life experiences of all of our people here at Minimbah.

## How to support Minimbah

- ⇒ Volunteer - either in the capacity of assisting our people in:
  - ⇒ outings such as bushwalking; or
  - ⇒ centre-based client activities such as gardening, craft, cooking, etc.
  - ⇒ Grounds maintenance
  - ⇒ Governance such as serving on the Minimbah Committee of Management.
- ⇒ Financially— all donations are tax deductible
  - ⇒ One-off donations
  - ⇒ Become a Minimbah Support Partner
- ⇒ In-kind donations of goods and equipment

*We would like to take this opportunity to express our appreciation for the generosity of all those persons and businesses who have donated financially and of their time.*

*With your ongoing support Minimbah is able to deliver those “extras” that add to quality person centred focus. Thank you.*



# **THANK YOU**

**for helping us,  
supporting us and  
encouraging us  
on our journey towards**

**“making the best life for our people”.**



**Minimbah**

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Phone: 9887 2299 | Fax: 9878 4564