



Minimbah

2020/21 Annual Report

Minimbah Challenge Inc



*Being There
through Tough Times*

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 quality person-centred 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: Being There at all times

Minimbah's NDIS Supports

Day Centre programs and supports Monday to Friday at Marsfield— 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 and much more.

Community access supports using our fleet of eleven modified vehicles—parks, picnics, bushwalking, sailing, shopping, cafes, assisted swimming, bowling, cinemas, special events, and much more (when Covid permits).

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.

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.



Being there through tough times

Routines are integral to our development, growth and sense of security. They contribute to our lived experience that enables us to have a sense of the predictable, within a safe and secure environment. There are various areas of our lives that can be impacted as what we often see as normal routines are replaced, temporarily or permanently, with improvised routines. Individuals are at risk of compromised health and wellbeing and their sense of community cohesion significantly reduced.

The continuing disruption brought about by the Covid-19 pandemic is a disruption that none of us have probably ever experienced before. It is a disruption that has impacted just not part of our society but has found its way into all areas. Throughout the pandemic, Minimbah has strived to recognize the vast range of impacts it has had on our people—participants, families, staff and visitors and has aimed at always ensuring we could “be there” to provide the appropriate support that was needed at the time to bring some sense of stability, where possible.

Similarly, whenever everything around us is changing, so rapidly and unexpectedly, it is very difficult to maintain focus on what we need to prioritise. For Minimbah, over our long history, people have always come first, despite many influences to adopt a more business-like approach.

2020/21 has been a year of disruption and more is expected in to 2021/22. There is not much to be said about a year of Covid-19 that has not already been said. Covid-19 has impacted everybody’s life in very different ways and some more than others.



Change, such as

- * adapting to the ever evolving NSW Public Health Orders;
- * engaging with nervous group home and family attitudes and expectations;
- * modifying the routines that our participants are so reliant upon and accustomed to;
- * modifying working arrangements with staff to assist with availability and family situations;
- * working in environments where people are hidden behind masks supporting people who rely on facial gestures and affirmation; etc.

“Being there” amidst the array of restrictions, lockdown orders, etc has been difficult. It is for these very reasons that Minimbah chose to remain open for support throughout all periods of the pandemic. Minimbah staff provided individualised and risk assessed support to all who needed to continue and require support during those times.

Minimbah remained Covid-19 free throughout the pandemic, through the application of a strong infection control commitment by all of our workers to our participants.

At the time of writing this in October, we are just beginning to experience the impact of transitioning out of a very prolonged period of lockdown and commencing the challenging process for yet another risk-assessed gradual transition of our participants.

Minimbah staff throughout the pandemic reinforced our aim of “being there” for our people, offering *a secure environment where there was as little change to routine as possible.*

So as we “emerge” from the pandemic, where to from here? The term “living with Covid” is now a common catch-phrase, but what does it mean in reality?

Most of the people we support have been assessed as highly vulnerable. The Board has been devoting considerable time to considering “what Minimbah will be” and how Minimbah will continue to “be there” for our people as we move forward. There are considerable challenges in achieving this, however they are equally matched with significant opportunities. We need to focus on the opportunities to maintain our focus.

For Minimbah, as we move forward, change will be undertaken through “managed disruption” promoting engagement and inclusion not lockdown and isolation.

Minimbah remains committed to our mission of **making the best life for our people** and with the very clear understanding that “our people” includes our participants, their families and our workers.

The Board 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 Board would like to thank all the families for their continued support throughout the year, as our people gradually return to their familiar routines.



Throughout the entire period, Minimbah staff and the Board remained optimistic that Minimbah would not close, but remain open and “be there” to support those of need. Thankfully this is exactly what was achieved.

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 to the other side.

The Board 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.



President's Report



Overview

In my report last year I commented that “2020/21 has been the most challenging and unpredictable of our thirty seven year history” but at the time I did not appreciate the extent of the challenges we would face during 2020/21.

Despite all of these challenges, I am pleased to be able to report that the Board adopted a very clear governance strategy of ensuring that we would remain open as long as we could to support the people that are the backbone of our existence—our participants. The Board undertook a very proactive approach to ensuring the necessary resources were made available to enable this to happen in an environment that did not encompass rigidity but provided opportunity as it arose.

To enable such things Minimbah was prudently financially governed throughout the period, as always. Minimbah finished the year in a relatively strong financial position, noting that without the assistance of JobKeeper government subsidy, the picture may well have been very different.

We also took the opportunity to undertake significant planned capital improvements for the benefit of our participants, and worked through major structural change for the business, whilst ensuring we continued to provide quality and safe supports on a daily basis and in a manner that kept all of our people safe and free from COVID infection.

The unpredictability of each day and our inability to plan with any certainty, because of the changing pandemic controls and restrictions, provided significant challenges for our management team and staff, and the people we serve. Throughout this time Minimbah was there for all our participants who were able to attend our services and was kept free of COVID infection.

In a year in which we have managed to achieve a number of significant improvements this remarkable achievement, by our CEO, the management team and staff, stands out as the greatest and most important of all and I commend to you their diligence and dedication to maintaining their focus on this challenging task. There is an old saying that perhaps best reflects this achievement; *“when you're up to your neck in alligators, it's easy to forget that the initial objective was to drain the swamp”*.

Financial Result

Minimbah has ended the year in a strong financial position. This result was achieved by the consistent financial disciplines implemented by our CEO, Wayne Newell, and Finance Manager, Pamela Moriarty.

We are thankful for the support provided by the Australian Government's JobKeeper programme which ensured staff continued to be paid and maintain their connection to Minimbah. The confidence provided by this funding, the NDIS Capital Allowance and our strong financial management of resources enabled us to maintain our workforce, undertake additional training and complete key capital improvement and other improvement projects.

Improvements

Our capital expenditure for the year totaled \$702,500 with the major projects being:

* **Bathroom renovations (\$212K):** the planned rebuilding of the Silver Room bathrooms was completed providing larger individual facilities with





ceiling hoist access, and additional toilet facilities as well as the addition of skylights for improved lighting, ventilation and under floor heating to better support our participants.

*** Fleet replacement (\$463K):** our cash position from last year enabled us to accelerate the replacement of our aging fleet of buses and vans. We purchased six new vehicles to modernise and standardize our fleet, as per the Board's strategic objective, with the fleet now being made up of one 12 seater bus, five 11 seat / 2 wheelchair buses, and four 8 seat vans.

Change to company structure

At the Extraordinary General Meeting held on 27 March 2021, it was unanimously resolved to accept the Board's recommendation that Minimbah Challenge Incorporated transition to a company limited by guarantee, governed by the Corporations Act 2011 and regulated by the Australian Securities and Investments Commission and that our name change to Minimbah Disability Support Services Limited' upon transfer and registration.

We are grateful for the pro bono legal support we continue to receive from Minter Ellison to assist us with the detailed processes required for this change. Following the submission of the material we are now awaiting the acknowledgement by the Australian Securities and Investments Commission (ASIC) before we can proceed any further.

The Board

Your Board commenced the year with four members and was pleased to add Jessica Williamson as a new member in May 2021. Jessica participated in all Board meetings for the year, although until March, in a non-voting role as a Westpac Board Observer. Upon completion of the 12 month Westpac program Jessica expressed an ongoing commitment to serve Minimbah

as a Board member.

The Board has determined that total board membership of no less than six is desirable and is seeking to recruit people who will assist Minimbah's governance. Minimbah is committed to maintaining a diverse range of age, gender, business experience, and lived experience of disability on the Board to provide flexibility in the ever changing governance needs of organisations such as Minimbah.

This Year

At the time of writing this report we have successfully completed the first quarter of FY22 but with significant Covid restrictions that have disrupted parts of our normal operations and limited the ability of our people to live their life the way they choose. The current roadmap is evolving rapidly making planning for the return to a 'normal' life quite difficult whilst managing ongoing COVID risks.

Our financial forecast for the year has identified the possible risk of a financial deficit. Whilst this forecast is based on conservative assumptions, the Board has implemented appropriate financial governance measures and reporting to give us the flexibility to be nimble in managing any risks. Your Board is confident that these measures, coupled with our established pattern of strong financial management, will allow us to mitigate these risks.

We have been encouraged by receiving very positive feedback from many parents and carers about Minimbah staff as they strove to maintain the importance of friendships at Minimbah, as well recognise the efforts to create an environment as close a normal throughout the pandemic, for those who continued to attend. We remain totally committed to returning to full capacity as soon as it is safe and will work with everyone to maintain a safe, happy and healthy community so that our people can live their best life.

David Peachey
(President)

2020/21— The Year in Review

Whilst Covid-19 was once again front and centre, there was an amazing amount of work undertaken by staff over the year to make the best life for out people and protect our people from Covid as much as was possible.. The following is a snapshot of the year that was and no-one wants again.

July 2020

- ⇒ **Covid-19**
 - * decreased participant numbers
 - * increased Covid measures implemented
 - * increased visitor restrictions
 - * LGAs of concern introduced
 - * JobKeeper subsidy extended
- ⇒ **NDIS Commission Registration Audit**
 - * Stage 2 of the Audit successfully completed with external auditors
- ⇒ **Staff Development**
 - * Person-centred active support training undertaken with staff
 - * Performance appraisal training undertaken with Team Leaders and 2ICs

August 2020

- ⇒ **Covid-19**
 - * continued extended infection control processes in place
- ⇒ **Minimbah Family and Worker Survey**
 - * 2019/20 Survey results released
 - * 92% participant satisfaction
 - * 90% worker satisfaction

September / October 2020

- ⇒ **Covid-19**
 - * visitor exclusion restrictions downgraded
- ⇒ **Staff Development**
 - * Participant co-dependency training provided
- ⇒ **Silver Room Bathroom 1 Renovations**
 - * Demolition work commenced
- ⇒ **Annual General Meeting**
 - * held 24th October 2020—virtual and in-person attendance

December 2020

- ⇒ **Minimbah Christmas Parties**
 - * Individual Room Christmas parties are held mid-December within Covid-19 guidelines
 - * later planned family Christmas parties cancelled; total visitor exclusion imposed with Covid-19 next wave
- ⇒ **Covid-19**
 - * Increased visitor restrictions as case numbers increase—total visitor exclusion
 - * Participant numbers substantially decline due to restrictions
- ⇒ **Silver Bathroom Renovations**
 - * suspended mid-Dec due to Covid-19
- ⇒ **Death of Participant**
 - * Sadly, Louise Nicholas passed away (not Covid-19 related), after attending Minimbah for almost 20 years

January 2021

- ⇒ **Covid-19**
 - * Restrictions ease - visitors allowed entry from late January 2021
 - * Govt immunisation Plan announced with day support workers listed as Phase 1b (approx. March)
 - * JobKeeper subsidy ceases
- ⇒ **Silver Bathroom Renovations**
 - * delayed due to Covid-19, resumed late January for completion

February / March 2021

- ⇒ **Covid-19**
 - * vaccination rollout for disability workers commenced from 22 March 2021
 - * Mandatory use of face masks removed
- ⇒ **Death of Participant—Arjuna de Silva**
 - * The sudden death of Arjuna, at 22 years old, was sadly received (unrelated to Covid-19)
- ⇒ **NDIS Workers Screening Program**
 - * The long awaited NDIS workers screening process was introduced as compulsory for all

new staff (and for those who current National Police Checks expire thereafter)

⇒ **Silver Room Bathroom 2 Renovation**

* Demolition work commenced late February

⇒ **Rotary Pride of Workmanship Awards**

* Celena Coghlan and Andy Kerr presented with 2021 Rotary Pride of Workmanship Awards at a Rotary dinner

April / May 2021

⇒ **Covid-19**

* Compulsory mask use reintroduced with next wave of Covid-19

⇒ **Silver Room Bathroom Renovation**

* completed late May 2021

⇒ **CCTV Cameras**

* An additional 28 CCTV cameras installed to further improve participant and staff safety

⇒ **NDIS Commission Re-Registration**

* Received formal notification of NDIS Commission registration

June 2021

Covid-19

* New lockdowns and restrictions imposed with the commenced of the next wave of Covid-19—mandatory masks, QR codes, authorized visitors only; staff in areas of concern not permitted to attend; administration staff to work from home where possible; restricted community access; all participants supported at 1:1 to comply with infection control measures

* significant and sudden decrease in attending participant numbers with the introduction of the new restrictions



* JobSaver financial assistance introduced from late June

* all participants requiring support are supported at 1:1 for Covid-19 safety

* the pandemic case numbers increase rapidly

July 2021

⇒ **Death of participant**

* Sadly, Rachel Holmes-Walker passed away after a prolonged illness. Rachel had been attending Minimbah since 1986

In Memorium

Louise Nicholas, Rachel Holmes-Walker
and Arjuna De Silva



CEO's Report



Who would have thought that coping with and planning throughout Covid-19 would be summed in some well-known baseball colloquial terms such as “Stepping up to the plate”, “Thrown a

curved ball”, “Covering your bases”, and “No man’s land”. There are many allegories we could call upon to describe the times that we have recently experienced.

Throughout all of the challenges over the last twelve months, however, the steadfast efforts by our workers that have more than stepped up to the plate need not only to be acknowledged but highly commended. Meeting the physical, behavioural, and emotional challenges has been difficult for all of us, but to support persons who have a limited ability to comprehend and process these challenges blows those challenges “out of the park”. It is with great pride that Minimbah staff have “stepped up to the plate” met the “curved ball” and then patiently worked through those challenges for the safety of all.

“Being in no man’s land” is often how we felt, potentially powerless with the ever changing government restrictions and then easing of restrictions, a highly nervous community, sudden actions both group homes and families to temporarily cease Minimbah support to protect their people, workers who had not only to



think about work safety but the safety of their families as well—all these things created an element of chaos.

It was written that in making sound decisions through chaos and to survive requires a number of strategies to be followed through:

1. *Become timeless*—focus on the passion that exists and has existed as the driving force of an organization's mission
2. *Protect and Energise Each Other*—we are all in it together and together we will see the other side
3. *Always be Thankful*—something that is very hard during chaos—coming out bitter once it is all over will not help anyone create a healthy future
4. *Battle for purpose—Not to win the war*
Stay focused on the right things that we value not just getting through it in the short term. Staying true to our vision throughout the chaos is critical
5. *Always forgive—never forget*
We will always make mistakes in trying our best, but we must learn from those mistakes and remember what we need for a healthier future.
6. *Define and Focus on being Happy*
Fun is a key value Minimbah staff insisted upon many years ago—in all chaos it is important to realise it is easier to make effective decisions in and environment of fun than fear.
7. *Question your Fuel—never your Purpose*
Making your purpose your fuel—not just looking at what resources we have around us at the time

8. *The difference between “Easy” and “Simple”*
Anything impactful and worth doing is never easy, but it eventually becomes simple.

Before, throughout and after Covid-19, Minimbah has had a team of incredible people, including our Board members, who have remained committed to our purpose “making the best life

for our people” - participants, workers and families—and they strived to stay focused on this throughout the recent times of chaos. I also believe the team achieved it and continue to achieve it! Thank you.

I would also like to thank all our amazing families for their tireless effort throughout the pandemic and their cooperation as we start to see things resume later in 2021.

Sadly, two of our participants passed away during the year, Louise Nicholas (Dec 2020) and Arjuna de Silva (Mar 2021). The loss of any of our people is a sad time, even more so in the midst of Covid restrictions. Louise had been attending Minimbah since 1990 and Arjuna since 2016. They will both be always remembered—a page of photo memories is included later in the Report.

Relationships are the essence of what Minimbah is founded upon. Due to Covid we have had so many events that we would normally share with families that have had to be cancelled. Whilst it has been a very big disappointment for staff and participants, it has not stopped us celebrating these times in unique ways with those participants who continued to attend during these difficult times.

Whilst Covid will remain with us, all the staff at Minimbah are looking forward to organizing events that we can all safely share and enjoy together.

Whilst we have been in “lockdown”, it has been good to take the opportunity to undertake a number building developments and refreshment of our vehicle fleet for the betterment of supporting our participants when they all fully return. The comprehensive renovation of both disability bathrooms in the Silver Room has made an enormous difference to the comfort and support for staff to work effectively in supporting our participants.

During 2021/22 we will be undertaking further site development planning, to progressively upgrade our facilities, as well as decide how we can economically expand the building space to

offer more opportunities to our people.

However, without committed and quality workers, all Minimbah’s efforts will not produce the respectful support that you have come to expect from Minimbah over the years. Training of staff has been extremely difficult during 2020/21, due to the constant disruptions from Covid-19 and our inability to schedule training events. Minimbah remains committed to valuing our staff through the delivery of effective and targeted training that creates opportunity in individuals, as well as ensuring our staff are equipped to provide the most effective support necessary. Person centre active support focused on understanding each individual is vitally important to our service commitment.

2021/22 looks to be as much of a challenging year as we still grapple with Covid-19 risks, and then gradually move forward living with Covid and embracing all the changes and opportunities the year might present.

I personally look forward to once again inviting families back to Minimbah to share all of our experiences and the joy we feel in actively supporting all of our people.

Let’s all celebrate and move forward together!

Wayne Newell (CEO)







CARE MANAGER'S REPORT



There is no doubt in anyone's mind that Minimbah has seen some of the most challenging times in its history throughout this last year. The Covid-19 pandemic has tested us beyond what we

thought we might be capable of. I feel an incredible sense of pride when I reflect on the achievements of our staff and participants. How they have coped with the challenges and unpredictable circumstances we have found ourselves in is a testament to the fabulous team we have.

Sadly, we were not able to meet all our goals or take part in all the desired activities that we had planned for last year due to the pandemic and the restrictions it placed on us. Thankfully, the coming year is looking a whole lot brighter and there is light at the end of the tunnel. With the advice that no more lockdowns are ahead of us and with the ever-easing restrictions of the Public Health orders, we anticipate a gradual return to what we once took for granted and used to consider a normal existence. With that comes the exciting prospect of carefully planning and re-instating our routines and programs to cater for the wants and needs of our participants. Many of our external programs were cancelled last year, so we will be revisiting most of them with enthusiasm and gratitude as soon as we possibly can.

With participant numbers at a minimum for most of the year, many of our casual staff were

not able to work in support roles. Fortunately for us all, Minimbah was eligible for the disaster relief payments from the Government which allowed us to keep most of our staff numbers. We undertook creative opportunities with many staff undertaking necessary work around the building that was often outside of their normal skill set. We took advantage of the opportunity to tidy our support areas and grounds and source new storage facilities and resources in preparation for the coming year and the easing of restrictions.

Our aim for 2021/22 is to welcome all our participants back and to re-establish the many successful and engaging programs we once had—and more. This may prove challenging for some, but we will work with families, group homes and therapists to ensure the best possible transition for everyone. Thankfully, we have been advised that programs such as Sailability and Gymability will continue at external venues early next year for those who like to take part. On-site at Marsfield we will continue to provide the much-loved favourites that we have been so successful with in previous years, as well as seeking opportunities to discover and develop new programs and activities. Many of our staff have hobbies and talents that they are eager to share with participants and they are keen to establish fun and engaging programs to develop the



skills and capacity of all. Activities such as music, dance, painting, craft, gardening, cooking, and baking, as well as educational skill development activities like maths, reading and writing are always top of the list. Of course, the return to community-based activities will be somewhat different in this changed world, but the benefits of getting out and about for a movie, coffee date, lunch, bushwalk or a picnic will soon be enjoyed by most of our participants once again.

We hope to be able to re-introduce our monthly calendar of activities in the very near future, for both external and on-site activities, so that participants choices are planned and tailored in a consistent manner. The success we had with this approach pre-Covid will hopefully help to make the transition back into a busy routine more manageable for everyone. We will continue to work with each individual and their support networks to always ensure a safe and positive experience.

Safety is always a priority at Minimbah. Our Team Leaders and 2ICs have been working tirelessly with Support Coordinators, families, and group home staff to ensure we have all the appropriate documentation and support plans to safely support each individual and provide them with choice and control over their preferred activities. This important work will continue into the new year to ensure the highest standards of safety are always met and to maintain our compliance with the NDIS Practice Standards. Many of our participants are overdue for their annual person centred planning review due to the pandemic restrictions. One of our key focus areas for the first half of 2022 will be to get back on track with those reviews and reconnect with the support networks for each person. The Quality and Safeguards Commission have recently announced in November 2021 new Practice Standards and quality indicators one of which pertains to mealtime management plans. This emphasizes the need for us to ensure we have



all the required documents to safely support our participants. Minimbah welcomes these additional safeguards and will be working closely with you all to ensure that we have all relevant support plans in place throughout the next year.

For so many of us, socialisation has become a forgotten dream and isolation has been forced upon us on and off over the last eighteen months or so. We are very excited and look forward to the freedom that comes in the next year and working towards re-introducing the much loved and needed social supports that everyone at Minimbah values so highly. Take care and stay safe everyone.

Christina Diprose (Care Manager)



PEOPLE & CULTURE MANAGER'S REPORT



This year the pandemic continued to create unique challenges for everyone at Minimbah.

We were fortunate not to have an outbreak of Covid on site and staff are to be congratulated

for their commitment to complying with the safety measures set out in the Minimbah Covid-19 Safety Management Plan. We ensured strict sign-in and infection control procedures, later reinforced in late 2021 with mandatory vaccination procedures. Minimbah maintained ample supplies of protective clothing, gloves, and masks throughout the pandemic to ensure the safety of all. We have also installed hand sanitizer units throughout the building and grounds.

The Covid-19 lockdown restrictions contributed to an inevitable loss of some staff and we are now focused on recruiting new staff members to join the Minimbah team.

Partnerships with Academic Institutions

Over the last two years we have focused on ensuring that we have a good age balance amongst our staff. Minimbah is grateful to have quite a number of older and very experienced staff who are always willing to pass on their expertise to younger and less experienced staff. This is a vital strategy in sustaining our desire to deliver active person-centred support in an empathetic and professional manner and that this is able to be sustained over the years to come.

We have actively formed partnerships with TAFE NSW and Macquarie Community College to provide their Certificate III and Certificate IV students with work placement opportunities at

Minimbah. A number of students who have undertaken their student placements with us have gone on to successfully gaining employment with Minimbah as Disability Support Workers and further their careers. We look forward to continuing these partnerships in the coming years.

Workforce Development

At the beginning of the lockdown period in June 2021 we had a total of 86 staff. Our staff turnover rate has continued to be quite low, relative to industry averages, which is a great reflection of the commitment Minimbah places on our people to provide consistency of support and relationships which our participants rely upon so much. The disability sector is one that is renowned for having a relatively transient workforce, however, we have been privileged to employ and retain excellent staff over many years.

Of our 86 staff, 40% are employed on a permanent or permanent part-time basis. Within that group approximately 70% have been employed at Minimbah for over four years (30% greater than 4 years service).



The industry is well aware that the SCHADS Award does not truly reflect the quality of work that these front-line workers undertake each day and Minimbah is very appreciative of the dedication and long service provided by our staff.

Similarly, our age profile indicates that we have a healthy balance between older and younger employees with 58% of our staff being aged 39 years or less and 42% of our staff being aged 40 years or more.



Training

The achievement of our Mission and Vision is in large part dependent on recruiting the right staff who are not only skilled in delivering active person-centred support for participants but who bring the right personal attributes to the role including empathy and respect for participants, patience with a good sense of humour and real desire to assist participants to achieve their goals.

Our staff continue to be mentored by their managers and more experienced staff and to learn on the job. Many of our staff have Certificate level qualifications or higher in Disability. We have partnerships with an external providers which enables our staff to undertake online programs in a range of areas such as Zero Tolerance to Abuse, Neglect and Violence— understanding, identifying, acting and reporting - as a human right not a disability issue.

In addition we conducted a series of training programs designed specifically for our Team Leaders and 2ICs to enhance their management and supervisory skills, including “Quality Performance Review” – coaching, mentoring and supporting staff to deal with situations; “Friend and/or Manager: The Management Conundrum” – to assist management staff to lead teams, be part of the team and manage the team with its various

backgrounds and experiences; “Effective Decision-making” – understanding individual decision-making styles, barriers to effective decision-making.

Work Health and Safety

Work Health and Safety continues to be a key focus for Minimbah given the often physically and emotionally demanding nature of our supports. During the year we further reviewed site risk identification and management to ensure that the venues we visit are safe and suited to the abilities of each participant.

Infection control continues to be a priority to ensure that we protect our staff, participants and visitors to Minimbah.

To further support staff in their emotionally demanding roles, Minimbah established an Employee Assistance Program that enables staff to access free confidential counselling in relation to work related issues that may be causing stress or concern.

One of the focus areas for the coming year will be establishing mechanisms by which Minimbah can ensure compliance with its obligations under the recently released Code of Practice on Managing Psychosocial Factors in the Workplace. Psychosocial factors are factors that contribute to workplace stress and include the impacts of job design, workloads and organisational culture.

Steve McNab (People & Culture Manager)



Support Co-ordination - doing it together



Minimbah has been providing NDIS support co-ordination since the beginning of the NDIS in 2016.

Our Support Co-ordination team work together with people to better understand each person's NDIS needs, their NDIS Plans and goals and investigate choices and opportunities that may best enable people to achieve the best support outcomes.

Most importantly, Support Co-ordination is all about Capacity Building, i.e. adding to a person's skills and abilities. If it does not add value to a participant, or their NDIS nominee, a support co-ordinator is not doing what is being asked of them.

Minimbah's support co-ordination team support participants and their families to achieve not only the best from their NDIS Plan but also provide guidance and direction when circumstances change or when funding requirements do not meet the cost of ongoing and much needed supports. Support Coordination is about staying with participants and their nominees, on the entire journey, providing the information that is needed

for critical choices.

Support coordination requires constant liaison with a wide range of people and/or organisations—each with their own often competing priorities.

Throughout Covid-19, Minimbah maintained our Support Co-ordination, but with one key difference—no face to face in-person contact. In 2020/21 Minimbah provided ongoing support co-ordination to over 65 participants, some of whom attend Minimbah and many who do not.

As Minimbah provides support coordination services to participants who may attend Minimbah, we have to and want to ensure there are sufficient processes in place so as there is no real or perceived conflict of interest. This is vitally important to us in good governance but also to ensure participants or their nominees are limited in their choices or influenced in any way.

Support co-ordinators should not make choices for participants or their nominees, rather they undertake research opportunities for a participant or their nominee to assist them in making informed decisions based on the individual needs of each person.



The role of a support co-ordinator is a challenging one that also has to meet the needs and sometimes conflicting expectations of many other groups in the enabling of effective supports.

One of the biggest challenges being experienced over the year has been the often significant lag between when NDIS Plan Review meetings are held and the new Plan being received. This has required extensive administrative time to continually follow-up and escalation with the NDIA to obtain the new plan for implementation, and detracting away from the time to develop participant choices .

Due to Covid and the decentralization of the NDIS planning process, there are inconsistent approaches to Plans. NDIS Plans are often not addressing the

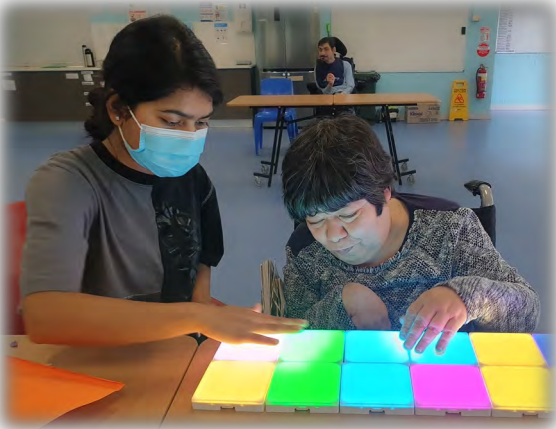
reasonable and necessary concerns raised in the review meetings with NDIS Planners, requiring request for review, additional support documentation and potentially assisting participants and their nominee to submit an appeal to the Administrative Appeals Tribunal.

It is vital that the right plan is in place for the participant to ensure that choice and control can be exercised to access the services they require. Support Coordination at Minimbah achieves this by working together with participants, their nominee, other service providers and allied health professional to achieve the best outcomes for all.

Ness Archer (Support Coordination)



Being There @ Minimbah 2020/21



Being There @ Minimbah 2020/21







2020/21 Finance Report



This financial year was yet again a year of financial challenges, coping with the impact of the unplanned rise and fall of attending participant numbers, brought about by the ever moving government restrictions

brought into play at short notice to mitigate the effects of the pandemic on our communities.

Whilst many businesses welcomed the introduction of the Government’s financial assistance program, JobKeeper, the disability sector held concerns with the cessation of the Government’s JobKeeper financial assistance program in January, noting that disability services, supporting vulnerable persons, would remain adversely impacted with the continuation of higher levels of restrictions than the general community.

The NDIS funding pressures are still of significant concern, particularly for those organisations providing group day service supports. The continuing lack of recognition of the costs associated with both the ever increasing administrative requirements of the NDIS coupled with the lack of recognition of the impact of such rising costs as workers compensation premiums in a sector that supports persons with significant behavioural challenges present real concerns for the whole sector.

Minimbah remains active in advocating for the

appropriate funding for our people and to operate Minimbah as a going concern well into the future.

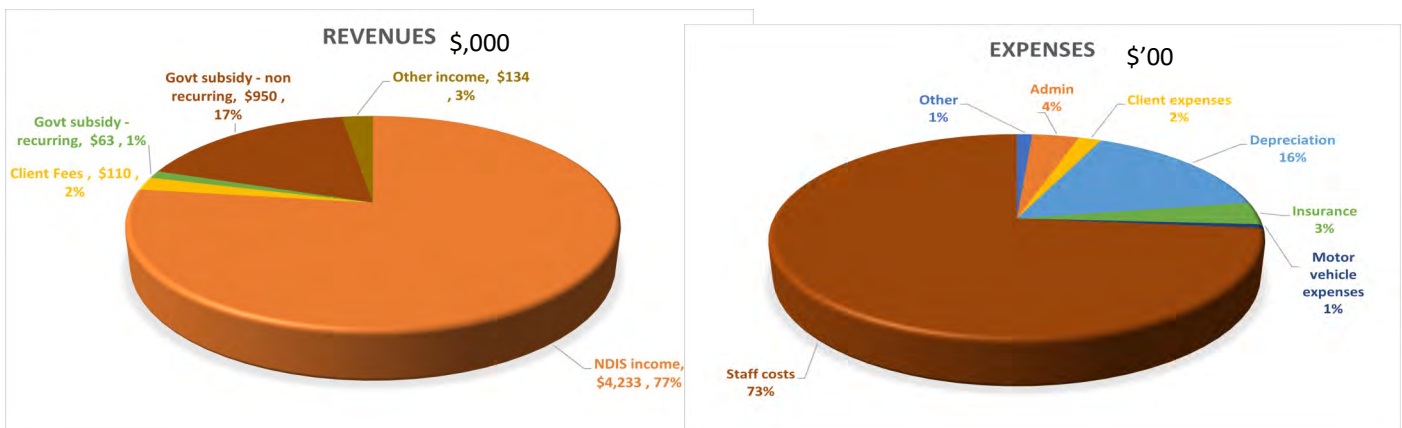
Covid-19 impacts have made it extremely difficult to compare year on year and will remain that way until some sense of stability is achieved in the coming years. An overview of the financial operations of Minimbah during the year is set out below:

Net Result

The 2020/21 Net Result surplus of \$223,784, whilst on face value is positive, primarily reflects the income received for the NDIS Temporary Transformation Payment (TTP). TTP is a five year conditional loading the NDIA added to the base prices of day supports recognising the costs associated with new systems and processes required of providers to meet emerging NDIS requirements, etc.. The loading was introduced in 2019/20 at 7.5% and decreases by 1.5%p.a. to 0% by the end of 2023/24. TTP for 2020/21 was \$209,104, a decrease of \$54,270 on 2019/20. As there is not necessarily a direct cost offset in that year against the income, it impacts the Net Result according, potentially distorting surpluses or deficits. Minimbah will be primarily incurring “offsetting expenditure” with the introduction of new system over the next two years. Minimbah was also fortunate to acquire a NSW Government Community Building Partnership Grant of \$25,000 to assist in partially offsetting the capital cost of the ceiling hoists in the major bathroom renovations undertaken during the year. These two amounts primarily explain the Net Result surplus.

Revenue

Total revenue for the year is 10% higher as compared





to the previous year. This, however, needs to be understood in the context of Covid-19 and the Government supports that became available. Minimbah received the Australian Government JobKeeper Covid-19 assistance until January 2021, assisting to offset continuing wages costs whilst participant numbers and income declined. All other operating revenue sources primarily declined due to Covid-19.

Expenses

Expenses compared to last year, increased substantially, with the primary areas being Salaries and Wages (in line with retaining permanent staff whilst direct support income reduced), depreciation with Minimbah taking advantage of the ATO instant asset write-off incentives and insurance premiums.

Insurance premiums increased reflecting both the market risk uncertainty with Covid-19 and further increases in workers compensation. As in the previous years, Minimbah maintains a good safe environment for its staff despite the high-risk nature of our environment, creating risks beyond our direct control.

Financial Position

Total Current Assets (cash and cash equivalents) decreased by 2% reflecting the capital acquisition cost of the new vehicles as well as the cessation of the Government's JobKeeper program mid

year and the final part of the repayment of the NDIS advance payment provided automatically to all providers (and of which Minimbah did not draw any funds).

Financial Governance

The Minimbah Finance Committee met regularly throughout the year, and reported to the Board, ensuring that proper controls and processes were in place and risks effectively managed and mitigated.

Minimbah proactively undertakes quarterly external financial audit reviews to identify any issues, should they arise, in a timely and relevant manner.

Minimbah, like all other registered NDIS providers, is subject to random NDIS income audit checks, normally conducted by random periodic sampling by the NDIA.

Minimbah's financial position and stewardship presents a healthy position in a difficult time for an organisation that is subject to fluctuations in risk that are much beyond its capacity to influence or control. Minimbah intends to maintain a strong risk managed approach to its finances whilst recognizing the investment necessary to maintain quality supports to our people and development of a workforce.

Pam Moriarty (Finance Manager)

INCOME STATEMENT**Statement of profit or loss for the year ended 30 June 2021**

	2021		2020
	\$		\$
Revenue from ordinary activities	5,490,400		4,985,898
Expenses from ordinary activities	5,266,616		4,371,316
Surplus/(deficit) before income tax	223,784		614,582
Income tax expense	-		-
Surplus/(deficit) for the year	223,784		614,582
Other comprehensive income	-		-
Total comprehensive income for the year	223,784		614,582

BALANCE SHEET**Statement of financial position as at 30 June 2021**

	2021		2020
	\$		\$
-			
ASSETS			
CURRENT ASSETS			
Cash	115,553		141,147
Investments	1,879,187		1,808,534
Trade and Other Receivables	362,909		471,841
Other Assets	58,321		56,413
TOTAL CURRENT ASSETS	2,415,970		2,477,935
NON-CURRENT ASSETS			
Property, plant and equipment	1,690,139		1,819,055
TOTAL NON-CURRENT ASSETS	1,690,139		1,819,055
TOTAL ASSETS	4,106,109		4,296,990
CURRENT LIABILITIES			
Trade and other payables	167,120		611,527
Short-term provisions	223,634		195,458
TOTAL CURRENT LIABILITIES	390,754		806,985
NON-CURRENT LIABILITIES			
Long-term provisions	155,986		154,420
TOTAL NON-CURRENT LIABILITIES	155,986		154,420
TOTAL LIABILITIES	546,740		961,405
NET ASSETS	3,559,369		3,335,585
MEMBERS' FUND	3,559,369		3,335,585


MINIMBAH CHALLENGE INCORPORATED
ABN 11 850 625 970

Auditor's Independence Declaration

The auditor's independence declaration for the year ended 30 June 2021 has been received and is attached.

Signed in accordance with a resolution of the Board of Directors.


Directors **David Peachey**
Director


Michael Welch
Director

Dated this 27 Sept 2021

A complete copy of the Minimbah Annual Financial Statement 2020/21 are available from our website



Fun @ Minimbah



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 participants, 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



Anthony Colaco
Director
Appointed Sept 2019



Jessica Williamson
Director
Appointed May 2021



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-ordination	Ness Archer

Team Leaders and Co-ordinators

Calista Rajadurai
Sheridan Herman
Shayla Williams
Andy Kerr (left Oct '21)

Support 2ICs

Faustino Aboka
Babu Paramby
Rachel Cowling (joined Oct '21)
Thilen Manandhar
Sharon Prosper (left May '21)
Suzane Phuyal (left Apr '21)

To all our Families and Supporters

Thank you!

Minimbah staff and participants would like to thank the families of Minimbah who have actively assisted Minimbah, either financially or in their time, through their enormous continuing support and input provided across a very difficult year.

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



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



The Epping Branch of Rotary have been a long term supporter of Minimbah, particularly providing formal recognition of staff for their commitment, dedication and contribution to our community through their Pride of Workmanship Award.



Westpac through their Westpac Foundation Board Observership Program—providing independent governance support to our Committee of Management.



MinterEllison for the pro bono legal support across the year, particularly with the transitioning of our legal structure, due to the growing size of Minimbah and the reporting requirements necessitating such a change.

Supporting Minimbah



Why support Minimbah?

Minimbah appreciates every bit of additional support it receives. These supports enable Minimbah to provide additional opportunities to the people we support. Whether it be financial, time or active volunteering, your contributions are highly valued. Minimbah was founded from the passions and concerns of unmet need by local families.

Minimbah is not your “average” disability day support centre, yet our funding is based on industry averages, often leaving a substantial operating shortfall. We always need to be proactively addressing ways we can offer more inclusive and appropriate supports for our people that offer challenge, opportunity and growth in all areas of their life.

Minimbah is not directly funded by any government body. The NDIS funds participants directly and depending upon the allocation of individual funding allocated to them, they “purchase” the necessary supports from various disability support providers. This is often a challenge for participants to be funded appropriately to meet their needs.

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

We are continuing to undertake some significant master planning opportunities for our Marsfield 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.

Covid has continued to set many of our plans back temporarily, but we will continue to press forward. We are always seeking long term support relationships with families, members of our community and local businesses that have similar values to Minimbah.

How to support Minimbah

- ⇒ Volunteer - either in the capacity of assisting our people in:
 - ⇒ outings such as bushwalking; or
 - ⇒ centre-based participant 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”.

