



“Building a sustainable community of learning, enjoyment and support for people with an intellectual disability.”

2017/18 Annual Report



Experience—Learn—Grow

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Front Cover: Drama at Minimbah



Minimbah

*providing individual supports
delivered with quality, care and passion*

Minimbah has been providing quality disability supports for over 35 years at our purpose built day centre at Marsfield, NSW. Minimbah means “a place of learning”.

Minimbah has grown and developed over the years and now provides support to over one hundred people with complex and profound intellectual disabilities. Minimbah is an Incorporated Association governed by a board of parents and interested individuals from the community. Minimbah is also a registered charity and not for profit ensuring the benefit remains in the communities of families we support.

A dedicated team of over seventy staff and volunteers work with our people, their parents and carers to deliver supports within our Marsfield centre; and in to the community utilising our fleet of nine modified vans.

Minimbah is NDIS registered and has been providing quality supports under the NDIS since its introduction in the Sydney area in July 2016.

The NDIS enables Minimbah to be provide a wide range of flexible supports up to 365 days a year, 7 days a week.

Minimbah is committed to living out its mission and ensuring a learning environment that engages our people in community life.

Minimbah is also committed to growing both the quality and quantity of our supports to meet the changing needs of our local families and our communities.

We appreciate the support we receive from all of our parents and carers, staff and volunteers.



Our Commitment

Clients

We will offer you learning, challenge, fun and friendship in a trusted and safe person centred environment.

Families

Minimbah values the family “unit” and will strive to incorporate this in to the lives of our people. All family members are welcome to come to Minimbah anytime and join in the fun and support we offer. Our supports and activities are flexibly designed to assist you as a carer, as well as to meet the needs of your person. We will listen to you and respect you as we do for all our people.

Staff and Volunteers

We will offer you trust, honesty, encouragement and support to enable the delivery of innovative supports providing challenge and opportunity within a fun and supportive work environment that is safe and appropriate to the supports delivered to our people and their needs.

Professional Carers

We will work with you as partners in care to support and encourage our mutual clients and their families.

Visitors

We welcome visitors to Minimbah and offer you respect and opportunity to appropriately engage with and learn to understand the needs of individuals and their families who care and support persons with intellectual disabilities.

Community

Minimbah respects all people and organisations within our community. We value a co-operative relationship with you and all the support you provide that fosters inclusion—welcoming people with disabilities as contributing members of our local communities.

Privacy

As well as our statutory obligations, Minimbah respects the privacy of all persons and will accept the reasonable requests of persons to maintain the privacy of their information from misuse or inappropriate access. Minimbah maintains a Privacy Policy which is available on request.

Communication

Minimbah will endeavour to ensure regular and timely communication of all matters and issues pertaining to individual clients within Minimbah. We encourage effective and honest two way communication for the betterment of our people whilst they are within our support. We value your feedback and will ensure that all complaints are treated respectfully and in accordance with our Complaints Handling Policy.

MINIMBAH AND THE NDIS

The National Disability Scheme commenced from 1st July 2016 for the majority of Minimbah clients, after the scheme had been trialled in the Hunter Region and ACT for three years prior. Due to technical issues within the Scheme, our people did not start to engage in NDIS Plan discussions and receive NDIS Plans until around September 2016. The NDIS will be rolled out gradually across NSW over two years, with other States entering in to the scheme progressively until 2019.

Since the commencement of the NDIS there has been a barrage of media stories reporting the good and bad outcomes of the NDIS. By the end of March 2018, 74,684 in New South Wales were listed as receiving NDIS benefits. A Flinders University research report concluded in May 2018, that whilst the Scheme appears to work well for the majority of participants, about one-third feel no better off and approximately 20% feel worse-off. However, when it came to assessing the satisfaction of those persons, or their carers, with intellectual disabilities, the dissatisfaction level increased dramatically. The NDIS has caused both client and family distress, additional financial stress and a shift in culture in some “charitable” providers to a more transactional business approach.

Over the two years that have passed, there have been numerous gatherings of persons—families, participants, providers, advocates, etc. discussing current deficiencies and evidencing the profound and adverse impacts these deficiencies are having on individual’s lives.

Minimbah has extensively advocated for our people, and the people we support throughout the year. We want the NDIS to achieve the outcomes it was initially planned to deliver and work collaboratively to bring

about a positive change for all persons with a disability—particularly those within one of the most highly vulnerable groups—people with intellectual disabilities and their families.

Following on from recent consumer group and provider group meetings, the following sets out the key current issues that are consistently raised that relate to Minimbah’s supports (noting there are many others). Issues by themselves mean nothing, it is the willingness of providers and families to put forward potential solutions that will make the future journey one that can lead to real change for long term good.

1. **Provide trained, informed and knowledgeable NDIS staff** who understand the breadth of disabilities and are specialised in their field. This will ensure that support needs are understood and translated in to meaningful participant plans as well as eliminate the current bureaucratic formula based decision processes.
2. **Real, personable and timely communication by NDIA staff** — make communications respectful, and aligned to the principles of the NDIS —resourcing appropriately trained staff to ensure a customer focussed approach. Provide documents in plain English without NDIS jargon and setting out clearly any reasons for support needs decisions—accepting/rejecting. Inform all stakeholders, in a timely manner, when things change, additional information is required or decisions are made that impact them.
3. **Transport Funding aligned to need not an average** —move past the generic carry-over of the mobility allowance, to one that recognises that people’s support needs are different and transport is a necessity for many, not an “add-on” of choice. Transport should not be a substitute for reduced daily supports—trading one off against the other as a preferred NDIA solution.

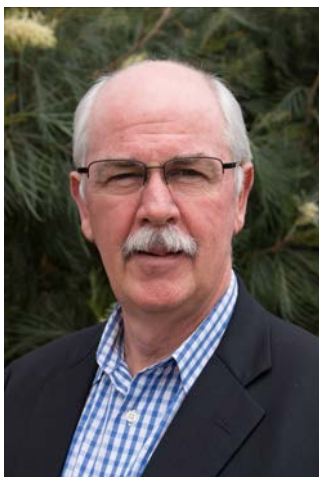
4. **Deliver consistency of decision** as a national system, removing the highly inconsistent approach in developing participant Plans, retaining their individuality but ensuring a consistency in the application of decision principles—e.g. IPADS are funded as a communication device in SA but not NSW; some participants receive funded support for overseas holidays whilst others are denied the basic dignity of sufficient support to attend to their bathroom needs or safe community access.
5. **Resource the NDIS to achieve its goals**—utilise the underutilised budget of the NDIS, reducing the high level of wasted administrative time through duplicated and unnecessary processes established to fix “on-the-fly” issues. Acquire the right resources to urgently address the areas that deliver positive differences in peoples lives.
6. **Move beyond justification of support levels by incidents** and recognise that existing appropriate and safe levels of support mitigate the risk of incidents (albeit often unfunded) and lead to a better life outcome for the participant.
7. **Deliver a realistic Absence/Cancellation policy** that recognises participant circumstances vary and that providers still need to employ staff and be funded to deliver support in a group setting even when one participant may be absent. Align the process to schools and child care centre funding for absences.
8. **Fund or reduce the dramatically increased administrative burden**—of providers and parent/carers. Quality and safety are critical, however, there is a cost to implement all new systems and compliance requirements
9. **Fix the Portal and the “system”** - the NDIS Portal has been the bane of all users’ lives since its introduction—involve users in the redesign to achieve prioritised but positive solutions.
10. **Recognise that to “suspend service” due to insufficient funding is not a simple option** for poorly constructed Plans when NDIS funds run out. Suspension will lead to high impact trauma to the participant and family. The NDIA need to fund “provider of last resort” options while the Plan issues are resolved enabling the continuity of support and reducing family trauma.

These key issues are not to be seen as criticisms of the NDIS but rather opportunities to improve a less than effective system for providing supports to persons with a disability. Currently these issues are restricting the reasonable and necessary supply and delivery of supports to a number of people in need. Small changes could lead to more fulfilling lives for a wide range of people in our communities.

Minimbah will keep working with other disability providers and advocacy groups and lobby for effective change.



President's Report



2017/8 has been a year in which we have continued to grow in our understanding of the NDIS and the operational challenges it provides. During the first half of the year we completed the transition of all clients to the NDIS with our financial report reflecting the changes in these funding dynamics.

The NDIS has also provided significant personal challenges for many of our clients and their parents/carers as they negotiated their way through NDIS reviews with substantially dysfunctional and unreliable NDIA processes and a consistent lack of communication. The impact of the poor implementation of the NDIS has required Minimbah to allocate significant additional time to advocacy on behalf of clients and parents/carers, which we have done so willingly. It has become clear over the last six to nine months that the concerns we raised in September 2017 with our local MP, Mr John Alexander, are being broadly experienced and with varying degrees of intensity, across the disability community with validation by major independent bodies such as the Federal Ombudsman and the Administrative Appeals Tribunal. The task to fix these concerns is not insurmountable but it does require political will and determination.

The response from the Federal Government to the need to fix the flaws in the NDIS has been disappointing and slow to date. Minimbah will continue its corporate advocacy through our engagement with NDS. The Every Australian Counts campaign is actively pursuing a campaign entitled "Fund It & Fix It", to ensure that the NDIS funding is guaranteed by legislation and to have the administration of the NDIS brought up to reasonable business standards, and we encourage all members and carers to support and participate in this campaign.

Finances

I am pleased to report that Minimbah completed the year in a good financial position, recording a surplus of \$53,291. This result is about \$150,000 lower than planned primarily due to the impact of client absences with notice being double our forecast.

Importantly, the cash flow management strategy outlined in my last report has provided the required results, protecting our cash position to ensure we maintain sufficient funds to cover any interruption to cash receipts due to unexpected events.

Our budget for 2018/19 forecasts a surplus of \$115,000 and capital funding of \$215,000. This forecast is based on current NDIS funding structures and our adjusted estimate of the impact of absenteeism with notice.

Capital Expense and Improvements

Improvements to buildings and equipment continued during the year but at a more conservative pace than originally planned, primarily due to the uncertainty about available funding under the NDIS model. The need for capital funding support for day programmes, like Minimbah, was raised in our meeting with our local Federal Member of Parliament, Mr John Alexander, in September 2017. The peak industry body, National Disability Services [NDS] also conducted a campaign supporting the need for capital funding and it is pleasing that, following the Independent Pricing Review for FY19, we will now receive a capital allowance to support investment in infrastructure and major repairs.

With more secure capital funding now available, we have developed a plan to invest \$830,000 over the next 5 years with bathroom refurbishments, storage and vehicle replacements being the major cost items. The first projects in this plan have been recently completed with the introduction of CCTV security cameras, the installation of solar panels and the replacement of air conditioning in two rooms to reduce our electricity costs. There has also been significant investment in upgrading facilities and equipment for our clients.

Support Coordination

Our Support Coordination service has grown in the last year as more people require support in working through planning processes with the NDIA. The highly variable and inconsistent approach to the application of the NDIS guidelines in developing client Plans is still very prevalent and frustrating to parents, carers and providers alike. It is evident that there are some planners in the NDIA who believe that Support Coordination is a temporary support requirement for initial planning and service engagement, however, our experience shows that most clients and their parents/carers require significant ongoing support to

plan and collect evidence to meet changes of circumstances and ongoing annual Plan reviews. We therefore encourage each client and their carers to consider the level of support they need to complete a review process as part of each Plan review.

Change

Change has been the one constant throughout the year, requiring us to readjust our business and support structures to meet the constantly changing support needs of our clients and the increasing administrative requirements of the NDIS.

These changes have, at times, proven to be challenging for our management team and staff but they have, in all instances, risen to the challenge to ensure that Minimbah continues to provide the high levels of quality care in a safe and happy community environment that our clients, parents and carers expect, value and need.

The Board postponed a planned strategic review of Minimbah's business activities due to the efforts involved in bedding down the second stage in the NDIS implementation during 2017/18, reconciliation of ADHC/NDIS funding overlaps, NDIS funds recovery for unfunded supports delivered in good faith in 2016/17 and our engagement in achieving ADHC Third Party Verification (TPV) resulting in a successful reaccreditation of Minimbah as a quality provider of disability supports in line with the NSW Disability Standards.

Importantly, Minimbah received an unqualified TPV certification report and, on behalf of the Board, I thank our CEO and the management team for their successful completion of this important task, as well as parents and

carers who provided their valued input. This was the last of the TPV reviews per the former ADHC model and we will move forward with the newly introduced NDIS Quality and Safeguards Commission framework.

Our strategic review will be completed within the September 2018 to January 2019 timeframe with the pro bono assistance of Macquarie University 180 Degrees Consultancy, the world's largest university-based business consultancy. This review will include all aspects of our business model and incorporate client and carer input. We will be in contact shortly to provide information about how you can contribute to this review.

In closing, I wish to record my thanks to each member of the Board for their support and perseverance throughout a challenging year. Barbara Warren is not standing for re-election to the Board and I thank her for her input to and support of Minimbah over the last year.

Minimbah is a community based organisation that engages committed community volunteers to give of their time and expertise in the oversight of governance and strategic development, review and approval of business plans, monitoring of key performance issues, and to own and protect the culture that makes Minimbah a safe and happy community that supports people with profound disabilities and complex support needs. The Board is seeking to increase its numbers by at least two new Board members to assist in the necessary governance support of Minimbah and help work through the development and implementation of the strategic review.



Minimbah has, during 2017/18, strengthened its capability to support people in their NDIS engagement and we are working to actively build on these strengths in the coming year.

David Peachey
President

CEO's Report



This year marks the third year of participation in the NDIS for most of our Minimbah clients. Despite all the trials and tribulations of the NDIS, it has been a year of hard work, fun and excitement – one

that has brought about significant positive change, as well as some gradual NDIS improvements.

I would like to thank all our clients, their families and carers, friends, volunteers and staff (including group home staff) for the wonderful but tiring year we have just enjoyed. Shared experiences enrich everyone's lives. In an environment where much is yet to be accomplished, we must stay focussed on the positives achieved and our future goals to improve and deliver that which we are capable of, as a united team, in support of our people and their families.

Family Focussed

Minimbah has always been, and will continue to be, family focussed, recognising that we are not in a simple supply/purchase arrangement, but an enduring relationship that encourages and values people for who and where they are. Minimbah staff contribute in to the lives of our people as part of an extended family.

The year has not been without its challenges. The NDIS, whilst vastly improved from two years ago, is still plagued with fundamental issues.

Minimbah continues to be a staunch advocate to assist families to have the special and often misunderstood needs of persons with complex intellectual disabilities recognised and supported through appropriate funding.

From an operational perspective, 2017/18 has been a year where we have had a chance to

breath amidst the chaos of the NDIS and place more emphasis on developing opportunities for our people and integrating better process, planning and risk management in to everything we do. Through the development of a much better understanding of the NDIS we will ensure that Minimbah is not only long term financially sustainable but will be able to capably meet the emerging needs of our people and our community in ways that will always focus on people first.

It was encouraging during the year that ADHC recognised the enormity of unfunded hours Minimbah had consciously provided to assist clients and families in preparing for and transitioning into the NDIS. As such, following the submission of our business case, ADHC confirmed Minimbah would not have to repay the ADHC/ NDIS overlap funding for the 2016/17 financial year, in part compensation for the hours of unfunded NDIS transition support provided to our families.

I am also pleased to report that after months of intensive preparation by the entire team, Minimbah achieved its ADHC Third Party Verification re-registration in June 2018. This validated the enormous effort put in by all of our staff and volunteers through strong teamwork to provide a quality and caring attitude in supporting and actively engaging with our people. ADHC Third Party Verification independently assesses the performance of organisations' compliance to the six service standards in the NSW Disabilities Act - Rights; Participation and Inclusion; Individual Outcomes; Feedback and Complaints; Service Access; and Service Management. Thank you to everyone who assisted in achieving this milestone outcome and who volunteered to be interviewed by the independent audit team. With the cessation of ADHC's involvement in the majority of State based disability services, the process has now been replaced by the NDIS Quality & Safeguarding Commission. This is discussed more fully later in the Annual Report.

The NDIS has and continues to drive significant administrative and support delivery change upon organisations that actively creates a more commercial and competitive market environment. There is no doubt, looking broadly across the national disability sector, that there has been a shift in culture in many organisations, causing a more transactional business culture rather than

one focused on the people and families, for which the organisations were originally founded to support.

The going, however, is still very tough for all concerned. In many ways it is extremely disappointing, some three years in to the NDIS “transition” (and following three years of trials), that such high levels of ongoing and unresolved concerns still exist amongst participants, families/ carers and providers that prevent the realisation of the opportunity that the NDIS could and was set out to become. I have sat in numerous meetings throughout the year with other CEOs and support staff, parents and carers and the stories and issues remain largely unchanged and unresolved. The lack of communication and transparency, as previously mentioned, would undoubtedly be one of the most vexatious issues – speaking to nameless faces that change each time a contact is made and with whom a different response / “solution” is often suggested is disheartening.

Sadly, it is evident through discussions with other providers, that persons who are most able to clearly articulate and vigorously fight for their support needs, generically, have received better funding outcomes.

The outlook, however, is becoming more positive, albeit very slowly. We have seen a number of positive changes within the NDIS over the year,

with more planned, that have brought about significantly better outcomes for some participants in the Plan structures and processes. These improved outcomes, however, have not been consistently realised across all participants.

I have seen a number of our people receive either increased or first-time Support Co-ordination in their second Plans.

It was good to see the Government issue a reprieve, albeit still temporary (two years), on their support for disability advocacy services. This is a much needed area, particularly when there is still much within the NDIS that requires positive correction, to make it the “promised and envisaged” system.

It was also good to see that work has commenced to improve the usability of the NDIS Portal – the repository of all participant information.

Minimbah recognises the enormous potential of the NDIS and will continue to adapt, comply and grow to meet the needs and changes brought about by the NDIS to ensure not only our sustainability but to provide for better family focussed support opportunities as we move forward.

Minimbah’s informal mission is to remain steadfast in the quality and passion of all we do. Planning to progress this is a priority for 2018/19.


Wayne Newell
CEO



Quality and Safeguarding at Minimbah

Quality management for providers of disability supports in NSW, up until 30 June 2018, was guided by the NSW Quality Framework, developed as part of a nationally consistent approach to quality service provision in the disability sector. The focus of the Framework was on service providers developing and maintaining a culture of continuous improvement and undertaking regular self-reviews of performance that took into account feedback from people with a disability, their families and carers. Quality management is fundamental to person centred approaches to service provision and is the action taken by providers to make sure they deliver the best services and outcomes for the people they support. (NDIS)

In June 2018, Minimbah successfully achieved re-accreditation through the ADHC Third Party Verification framework, which was undertaken every three years. The process involved a detailed review by independent external standards auditors of all Minimbah policies, procedures, culture in action, interviews with parents, carers and staff to assess our compliance with the six NSW Disability Standards:

1. **Rights** — Each person receives a service that promotes and respects their legal and human rights and enables them to exercise choice like everyone else in the community.
2. **Participation and Inclusion** — Each person is encouraged and supported to contribute to social and civic life in their communities in the way they choose.
3. **Individual Outcomes** — Each person is supported to exercise choice and control over the design and delivery of their supports and services.
4. **Feedback and Complaints** — When a person wants to make a complaint, the service provider will make sure the person's views are respected, that they are informed as the complaint is dealt with, and have the opportunity to be involved in the resolution process.
5. **Service Access** — Each person is assisted to access the supports and services they need to live the life they choose.

6. **Service Management** — Service providers are well managed and have strong and effective governance to deliver positive outcomes for the people they support.

The auditors commented that they highly appreciated the efforts made by all Minimbah staff to go beyond that which was required and integrate the whole family in to the support of each client.

From 1st July 2018, the State based systems were replaced with the newly created NDIS Quality and Safeguarding Framework. "The Framework provides a nationally consistent approach to help empower and support NDIS participants to exercise choice and control, while ensuring appropriate safeguards are in place, and establishes expectations for providers and their staff to deliver high quality supports." (NDIS)

The Framework will be administered by the NDIS Quality and Safeguards Commission which will be responsible for the national functions of:

- a) provider registration, including quality assurance;
- b) a complaint handling system;
- c) serious incident notification;
- d) restrictive practice oversight; and
- e) investigation and enforcement.



Minimbah

Support

Co-ordination

Minimbah has a vibrant and well informed Support Co-ordination team assisting a large number of participants and their families implement their NDIS Plans, navigate the NDIS maze and lobby extensively to achieve the best outcomes for participants.

A Support Co-ordinator must be a diplomat to negotiate positive outcomes for participants and their families liaising with other providers with whom they negotiate to ensure appropriate supports, the NDIA to ensure the appropriate documentation is available to support the necessary funding expectations, therapists and suppliers of mobility equipment, etc., as well as become researchers ensuring they are across the latest NDIS information which rapidly changes. They also must keep abreast of new opportunities within the industry to meet the support needs of participants, particularly accommodation, etc.

All this needs to be achieved within the hours allocated by the NDIS within an individual participant's Plan, if they receive support co-ordination at all—no mean feat to achieve.

Support Co-ordination, according to the NDIS, is to build capacity to implement supports—in reality it is much more—effective support co-ordination develops trusted relationships that support families through ongoing significant change and work across a range of chosen providers to achieve and deliver the most effective long term outcomes—not just the here and now.

Minimbah has clear processes in place to ensure there is no conflict of interest in being a support co-ordination provider and a provider of supports. This is recognised by the NDIA and acknowledged that those persons who have a more in depth knowledge of the participant can be the most effective support co-ordinator so long as there is always clear choice and control provided to the participant and/or family.

Support Co-ordination is a vital component of the total NDIS platform. Unfortunately, in the first round of NDIS Plans, it was noted that there was significantly less participants being allocated Support Co-ordination than first expected. This improved slightly in the second round of participant Plans and

average hours allocated within a participant Plan have begun to increase, reflecting the need. Initially the NDIA considered Support Co-ordination as only a “first year kick-start” to enable a selected group of participants and their families/carers to better manage the implementation of a participant's NDIS Plan.

Minimbah supports and advocates that all participants/families with complex intellectual disabilities should have some form of support co-ordination funded in their Plan to ensure that each person is receiving the supports they need and deserve.

The NDIA is now more open to receiving requests from our people for the inclusion of Support Co-ordination, where it was not previously funded and often increasing the number of hours recognising that there is significant ongoing complexity in managing a persons changing supports as they age.

Minimbah is pleased to be able to offer and provide quality and independent Support Co-ordination to our own families and other participants who either choose or are referred to Minimbah for support The choice of your Support Coordination provider, however, is and should always be the choice of the participant/family in accord with the persons needs.



Minimbah—Building for the Future

Much has been happening over the year to improve the facilities and increase the activity opportunities for Minimbah clients, staff and families. Ensuring the safety and well-being of everyone during these changes has been paramount, as well as ensuring the improvements add to the well-being of all.

We would like to express our thanks to the support we have received from various State and Commonwealth Government agencies in securing some grant assistance in undertaking some of the projects (softfall ground cover, solar panelling, synthetic grass)—every bit helps!

Some of the new improvements this year have been:





CARE MANAGER REPORT

What an interesting year for everyone at Minimbah! We have been on quite a journey since the rollout of the NDIS, learning and developing as we adapt to the many changes, whilst striving to keep some sense of consistency throughout the process. Now is the time, more than ever, for us to focus on ensuring we not only maintain the wonderful atmosphere that we all value so much but seek opportunities to improve and develop new ideas for the future. This year has once again seen the strength of teamwork in action assisting Minimbah to tackle a multitude of hurdles with nothing short of true commitment and determination from staff to provide the best possible outcomes for all.

The first half of 2017/18 saw us emerging from the haze of confusion that had emerged with the NDIS.

Many people received their 2nd NDIS plans, some of which were better than previous and some which were not. Armed with the knowledge we gained over the preceding months we prepared for the onslaught of additional administrative tasks required to assist in providing evidence required by the NDIA to support the reasonable and necessary adjustments required. We continue to monitor and record the supports we provide during each day while providing meaningful and worthwhile interaction to assist our clients to reach their goals and hopefully receive the required funding to continue their journeys.

A less obvious hurdle, but one that causes concern and potentially threatens the much needed consistency of care, is the shift towards the casualisation of our workforce. Throughout the year we have relentlessly pursued a sound

recruitment process, which is resulting in us retaining more staff and relying less heavily on agencies. There are many new faces at Minimbah, clients and staff, whom we welcome and encourage to share their ideas and feedback.

New ideas are always welcome and our programs and activities are again flourishing with a buzz of excitement each day thanks to the creativity of our staff and participation from our clients. The smell of cooking and baking fill the corridors, artworks decorate our walls and music fills our ears every day. There is never a shortage of various types of sensory stimulation and the warmer months bring with them the promise of rejuvenating our sensory garden each year.

Accessing the community since the introduction of the NDIS and it's limitations on transport funding have created difficulties for some people, but those who do so regularly have been experiencing some exciting activities. SailAbility and GymAbility continue to prove popular favourites, along with visits to national parks,





reserves and bushwalking. We have tailored programs for those who receive 1:1 funding, affording them many opportunities to learn new skills and explore the community. Trips to the movies, coffee shops, or simply out for a club lunch are still very much old favourites. For those who have group funding we have been making good use of the new sports equipment purchased for the recently upgraded Platinum room, and the newly turfed outdoor areas. There are opportunities for people to use the large colourful gym mats and get out of their wheelchairs to stretch on the floor in a more aesthetically pleasing environment, or to take part in group bowling or interactive games with our new electronic whiteboards. The construction of a large ball pit in the courtyard area is currently under way and will no doubt be the source of many hours of engagement and fun.

Providing all of these programs and activities requires a robust foundation which is compliant with all required legislation. In May this year Minimbah was audited to ensure we are meeting all our obligations for quality service provision, in line with the requirements

of our funding agreement with FACS, which expired on 30th June 2018. We achieved an excellent result and are in good shape to move forward with the introduction of the new NDIS Quality and Safeguards Commission which came into effect on 1 July 2018. Whilst the majority of this work happens in the back ground it is important to note that some of our daily operational issues such as Restrictive Practices and Reportable Incidents will now be overseen by the Commissioner in this nationally consistent framework. The coming months will give us a clearer insight into the implications of this change, specifically in relation to services we rely on from Allied Health professionals and the new reporting requirements.

Amongst the many changes we have experienced that we have had no control over we have also made some changes within the organisation. The departure earlier this year of one of our well respected and long serving Care Coordinators, Nabin Udash, prompted a review of our current senior staffing arrangements and resulted in our recruiting 2 positions to report directly as 2nd in charge to our Team Leaders. This arrangement is proving successful with an immediate positive impact on the quality of programs being offered and the coordination of daily activities.

I look forward with anticipation to the coming year and hope that we can continue to expand and develop the opportunities for everyone at Minimbah.

Christina Diprose
Care Manager

Life @ Minimbah





Celebrating Life



Trusting and Caring Relationships



2017/18

Finance Report

The Financial Statements for the year ended 30th June 2018 have been reviewed by the auditor and signed by the Minimbah Committee of Management. The following pages show extracts from Minimbah's Audited Financial Statements for 2017/18. A full copy of the signed report can be obtained by contacting Reception and requesting a copy.

Revenue

2017/18 Total Revenue reports a decrease on 2016/17 of \$224,377 (5.3%). There have been several factors that have contributed to the reported decrease:

- 1) 2016/17 Total Revenue included Non-Recurrent Income from the ClubGrant of \$307,500 (for which the expenditure was incurred as a fixed asset).
- 2) Following the release of ADHC information post year end, it was determined through the 2016/17 ADHC acquittal that income of \$96,000 had been received from ADHC in advance during the NDIS transition, for which NDIS funding was also received. This inflated the 2016/17 reported Total Revenue.
- 3) Decrease in Attendance Fees as processes changed in accordance with the NDIS charging activity costs on an individual as incurred basis as compared to the previous allowed \$10/day Attendance Fee. This, together with a decline in participants engaging in activities due to the direct cost, led to a decrease in income of approximately \$62,000. Interest Income also declined following the outlay of the Minimbah investment in major building program finalised just prior to 2016/17 year end and the payment of grant funds received in advance for the same project.

Expenditure

Total expenditure in 2017/18 increased by \$270,000. The primary driver of the increase was higher staff costs throughout the year due to difficulties throughout the disability sector acquiring appropriate staff. The NDIS is clearly framed around making the disability workforce more casualised to allow for flexibility in cancellations, split shifts and after hours work, etc. despite Minimbah's participants and families desiring a more constant and reliable workforce providing trust, security and permanency of employment. This led to an industry wide destabilisation of the workforce throughout the year

and an increased reliance on agency staff at much higher cost. This coupled with a realignment of staff/participant support requirements, focussing on more 1:1 support has led to a substantial increase of staff costs (approx. \$538,000) for the year.

Following an intensive and ongoing recruitment campaign, the reliance on agency staff has dropped to almost nil as at the beginning of the 2018/19 year.

The drive to a casualised workforce, as reflected in the fixed NDIS pricing, remains an area of significant concern for the whole disability sector.

The increased staff cost was offset by a write-back in the provision for doubtful debts, approx. \$130,000 (NDIS supports delivered where participant plans had insufficient funds to meet support needs). Most of these funds were able to be recovered throughout the year from the NDIS.

Program and Room expenses were also down for the year, being included as part of the recent major building and facilities upgrade capital expenditure. Reduced motor vehicle maintenance costs and NDIS setup costs also enabled a further \$77,000 of savings on 2016/17.

Financial Position

The overall cash/investment position of Minimbah increased by \$121,343 which has placed Minimbah back on the path of developing a sound financial backing to undertake future capital investment in line with the Board's strategic planning.

Postscript: It should be noted, that with the release of the 2018/19 NDIS Price Guide, which sets the maximum support rates chargeable by registered NDIS providers such as Minimbah, that an inclusion for capital has been made as part of the new rates for centre based services. Centre based services have suffered for the last two years with no recognition of any financial provision for the replacement/upgrade of capital equipment used to support participants in centre based activities nor for the major repairs required due to high incidents of behaviours. This has now been funded at the rate of \$2/hr per centre based participant. Its sufficiency remains to be evaluated.

There was also a partial recognition of the increasing administrative complexity required of providers, however this is only a temporary 12mth provision reducing to 50% in the following year then phased out entirely. For Minimbah, however, the allowance is negligible as it is only included in the funding of participants at the "standard level" not "complex".

Overall, the positive Net Result for 2017/18 provides Minimbah with a healthy position to consider future strategic objectives to improve the supports delivered to our people.

2017/18 Audited Financial Accounts

Minimbah Challenge Inc

BALANCE SHEET (Summary) as at 30th June 2018

	<u>2018</u>	<u>2017</u>
Total Current Assets	\$1,221,735	\$1,075,703
Total Non-Current Assets	\$1,722,922	\$1,754,365
TOTAL ASSETS	\$2,944,657	\$2,830,068
Total Current Liabilities	\$ 346,487	\$295,140
Total Non-Current Liabilities	\$ 101,125	\$ 91,818
TOTAL LIABILITIES	\$ 447,612	\$386,958
NET ASSETS	\$2,497,045	\$2,443,110
MEMBERS' FUND	\$2,497,045	\$2,443,110

STATEMENT OF PROFIT OR LOSS for the year ended 30th June 2018

	<u>2018</u>	<u>2017</u>
Revenue from ordinary activities	\$4,015,726	\$4,240,103
Expenses from ordinary activities	\$3,961,805	\$3,691,049
Surplus/(Deficit) from ordinary activities before income tax	\$ 53,921	\$ 549,054

(as a registered charity and not-for-profit, Minimbah Challenge Inc is exempt from income tax)

Revenue from ordinary activities includes:

Client activity fees	\$ 127,735	\$ 189,912
Govt/ndis Subsidies (recurring)	\$3,794,340	\$3,704,412
Govt Subsidies (non-recurring)	\$ 3,897	\$ 307,500
Fundraising & Donations	\$ 3,897	\$ 9,140
Interest Income	\$ 5,927	\$ 17,662
Employment Subsidies	\$ 0	\$ 6,268
Other Income	\$ 79,930	\$ 5,209
TOTAL	\$4,015,726	\$4,240,103



AC ACCOUNTING AND TAXATION

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INDEPENDENT AUDIT REPORT TO THE MEMBERS OF MINIMBAH CHALLENGE INCORPORATED

Scope

The Financial Report and Directors' Responsibility

The financial report comprises Income and Expenditure Statement and Balance Sheet for Minimbah Challenge Incorporated for the year ended 30th June 2018.

The directors of the Association are responsible for the preparation and true and fair presentation of the financial report. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

I have conducted an independent audit in order to express an opinion to the members of the Association. My audit was conducted in accordance with Australian Auditing Standards in order to provide reasonable assurance as to whether the financial report is free of material misstatement. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

I performed procedures to assess whether in all material respects the financial report presents fairly in compliance with Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with my understanding of the Association's financial position, and of its performance as represented by the results of its operations.

I formed my audit opinion on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report, and
- assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the directors.

Amelia Chen Chartered Accountant

While I considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of my procedures, my audit was not designed to provide assurance on internal controls.

Audit Opinion

In my opinion,

1. The financial report of Minimbah Challenge Incorporated:
 - (a) gives a true and fair view of the Association's financial position as at 30th June 2018 and of its performance for the year ended on that date;
 - (b) complies with Accounting Standards in Australia .

2. The accounts and associated records have been properly kept.

Amelia L Y Chen
AC ACCOUNTING & TAXATION

Chartered Accountants
Australia and New Zealand
Membership Number: 330951



Dated this *20th* Day of *August* 2018


MINIMBAH CHALLENGE INCORPORATED
ABN 11 850 625 970

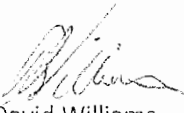
DIRECTORS' DECLARATION

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 30th June 2018; 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 30th June 2018.
- 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


David Williams
Director

Dated this 20 August 2018



Minimbah Governance & Management

Minimbah's voluntary Management Committee, operating as a Board of Directors, is responsible for the corporate governance of the organisation. The Board consists of up to 11 people acting in a voluntary capacity. The Board guides and monitors the activities of Minimbah seeking to serve the best interests of clients and staff, 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



David Williams
Director
Appointed May 2014



Susan Bailey
Director
Appointed May 2014
(Resigned Oct 2017)



Sarah McCarthy
Director
Appointed Sep 2014
(Resigned October 2017)



Danny Hui
Director
Appointed Oct 2017



Barbara Warren
Director
Appointed Oct 2017



Elaine Abery
Director
Appointed July 2018



Auditor

Amelia Chen, AC Accounting and Taxation

Senior Management

CEO Wayne Newell

Care Manager Tina Diprose

Care Co-ordinator Shayla Williams

Program Co-ordinator Andy Kerr

Quality/Compliance Sija Stok

Finance Manager Pamela Moriarty

Administration Officer Tanya Mangano



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 their charity of choice in January 2018.



180 Degrees Consulting are assisting Minimbah in a pro bono capacity to review strategic opportunities and directions.



Epping Model Railway Club members have been supporting Minimbah for over 30 years through their major annual exhibition.



Ionian Club Sydney '84 Inc—a Friendship Group for Women

The members of the Ionian Club will be supporting a Minimbah project throughout the 2018/19 year.



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 two 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.



UTS Shopfront and their students worked collegially with Minimbah to deliver a review of our marketing and publication material. The students took the time to work with and understand our people and we wish them all the best for their future careers.

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.

One of the significant projects we are considering for 2018/19 is fundraising for the construction of a sensory room with bathroom facilities that, whilst on the same site, will be totally separate from the main building of Minimbah. This will enable a quiet environment so our people can enjoy the experiences of auditory, visual and other sensory stimuli to promote more individual development and engagement.

Shortly we will be distributing more information about this and how you can reach out to engage individuals in our community as Minimbah Support Partners. We are seeking long term support relationships in preference to short term one-off donations (albeit they too will be accepted!). We will also be engaging in a broader community outreach about Minimbah utilising other opportunities such as Ryde Council community facilities and other local organisations.

We look forward to developing resources that are innovative but more importantly appropriate ones that add to 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.
 - ⇒ Governance such as serving on the Minimbah Committee of Management.
- ⇒ Financially
 - ⇒ One-off donations
 - ⇒ Become a Minimbah Support Partner

Throughout the year there have been many occasions where people have supported Minimbah.

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

to everybody who has helped out in any way throughout the year-
supporting, volunteering, participating and sharing in the life of our people.
Mothers' Day, Fathers' Day, Christmas, Easter, birthdays and much more.
These times were made more meaningful by your efforts and contributions.
All of our staff and people express their heartfelt thanks.



Minimbah

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Phone: 9887 2299 | Fax: 9878 4564