



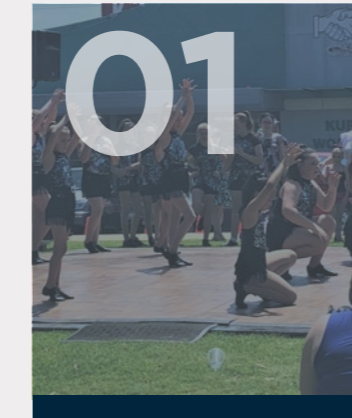
Kurri Kurri Community Services Ltd

# ANNUAL REPORT 2018/19

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## ANNUAL REPORT 2018/2019



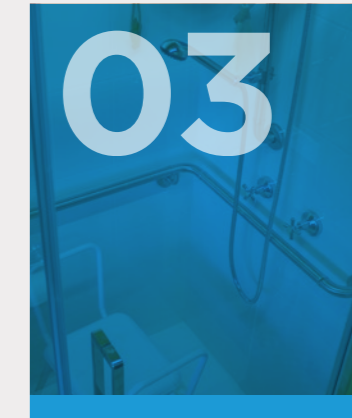
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# 01 MESSAGE FROM THE CHAIR AND CEO

The Chair and the CEO are pleased to present to you the Kurri Kurri Community Services (KKCS) 2019 Annual Report.

## Financial Performance

From a financial perspective, KKCS performed well in 2019 generating an operating profit of \$207,821 and total profit of \$334,047. Income grew year-on-year by 22% to \$12.4 million. The primary driver of this growth was a 43% growth in our Fee for Service business units, complemented by an 11% growth in government funding. This growth is in line with KKCS' strategy of reducing the organisation's overall reliance upon government funding. Tight cost controls and operational management translated this income growth into a 9% growth of net assets on our balance sheet.

The Board and Management Team are pleased with KKCS' financial performance, as it supports the ongoing provision of quality services to enable and empower the communities we serve, which is our top priority. In this regard, KKCS undertook five major audits in 2019 relating to disability, aged care and children's services under a rigorous new set of standards. Without exception KKCS performed very well on each audit and received excellent feedback from the auditors.

## Corporate Governance and Strategy

KKCS continued its focus on corporate governance in 2019 with the appointment of a new financial auditor - Reassurance Audit Services Pty Ltd. Rotation of financial auditors is best practice and we would like to thank our former auditors Pitcher Partners for their services over the past several years.

2019 also represented our third year of operations under our current five-year strategic plan. A number of our key strategic objectives have been accomplished or are well on their way. As such, the Board commenced a review our strategy in 2019 and will deliver a refreshed strategy in early 2020.

## Community Centre and OOSH

In November 2017, a major storm hit Kurri Kurri and severely damaged two of KKCS' core facilities - The Centre and the OOSH/Vacation Care building. The rebuilding works have been complicated and lengthy and neither building has yet to returned to community service. We are hopeful to reopen both facilities in late 2019 or early 2020.

The Centre @ Kurri Kurri continued to deliver a broad range of services to Kurri Kurri and the surrounding communities. During 2019 we completed upgrades to The Centre based upon previous state and commonwealth grants and we also attained two additional grants to create a community garden and to develop

an alfresco dining area for public use outside the Community Centre. KKCS also broadened its community engagement by taking over management of the Kurri Kurri Festival. The Festival is an annual event that brings together and celebrates the local community at a day long event in October. Our first festival was a great success with a massive turnout and excellent feedback from the community.

KKCS Youth services continue to work closely with our local schools in supporting young people across the Cessnock and Maitland LGAs. Our in-school counselling services have been a great success with our support staff fully booked. The Youth program team continued to engage young people in major events such as Youth Week, NAIDOC Week and school holiday activity programs.

### Support and Wellbeing

Community members continued to choose Hunter Community Service for their aged care and disability supports in 2019 – with our client base growing by 27%. Hunter Community’s Home Care Package client base grew by 110% over the year. This is particularly gratifying as Home Care Packages allow clients to choose their provider based upon service quality and value – and many clients are choosing Hunter Community Services. We also received a significant boost in our Commonwealth funding for the provision of domestic assistance and social support services.

Allied Health continues to be a major part of our wellbeing offering. In 2019 we extended our allied health services to include Physiotherapy and Podiatry services. These new services were well received and complement our long running Occupation Therapy services. It is gratifying to see a significant increase in our private referrals as well as our funded services.

### Commercial Services

In 2019 we restructured KKCS such that Odyssey Builders and Hunter Commercial Services operate under the same management team. This will provide operational efficiencies and exploit business opportunities across both client bases. Ange Bevan assumed the role of General Manager leading both business units. Frank Riggio joined Odyssey as Building Manager and Jerrod O’Brian was promoted to Hunter Commercial Operations Manager.

Hunter Commercial Services continued to grow in 2019 securing new contracts with Lake Macquarie Council, NSW Department of Primary Industries and Atwea College. This allowed us to increase our employment of people with disability by 36%.

Odyssey Builders continued to grow in 2019 with a significant increase in our fee for service work. The Commonwealth also increased our funding under the CHSP program by 17%. This unplanned increase is a testament to the Commonwealth’s trust in Odyssey in providing quality home modification to clients and good value to the funding body.

### Phil Endean

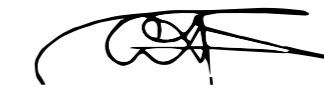
With great sadness we said goodbye to a valued member of our team last year. Phil Endean had been a member of the KKCS family for over 15 years where he served in a variety of roles – most recently as our Building Manager in Odyssey. Phil passed away early this year after a short illness. Phil will be dearly missed by the community and all his friends at KKCS.

### Looking Ahead

The outcomes of the Royal Commission on Aged Care and the upcoming Royal Commission on Disability Services will no doubt have a profound impact on the service structure, funding environment, and the overarching regulatory and compliance framework. We expect the outcomes will be a major challenge to the industry but we are confident that KKCS is well positioned to support all recommendations that are forthcoming.

The growth and diversification of our Social Enterprise Services (Odyssey Builders and Hunter Commercial Services) will continue to be a major opportunity and challenge in 2020. The transition of clients from CHSP funded supports to Home Care Packages will pose a particular challenge to Odyssey Builders.

**The Board and the Management Team have laid the foundation in 2019 and is committed to and excited about the continued growth and success of these social enterprises.**



**Andrew Hughes**  
Chairman



**Mike Coddington**  
CEO



# 02

## THE CENTRE @ KKCS

It's been a big year at The Centre, as we delivered on our goal of becoming the "community hub" with the launch of a number of new programs.

2018 was our first year of running the Kurri Kurri Community Festival which has previously been managed by the Kurri Kurri Business Chamber. The event was at risk of being cancelled and the team from The Centre stepped in to ensure it has a bright future.

"This type of event is one of the reasons that The Centre at KKCS exists," explains manager, Elana Lawrence. "In stepping in to save this important event we've proven to the community that we care and that we want to make this community stronger and more resilient."

Over 3000 people attended the Community Festival which is centered on Rotary Park. The event included performances by local primary schools, dance studios, karate schools, bands and individuals across the day and culminated in a free family movie night which was extremely well supported.

The most recent Financial Year also the first year that we welcomed participants in the work for the dole scheme to the Centre. These participants were very willing and extremely helpful and assisted with re-painting the main communal areas of the Community Hub and helping to prepare and plant the new community garden. They also assisted with cleaning and removing old and damaged equipment.



We also received the first tranche of funding for the Community Hub in the 2019/20 Financial Year. This grant allows us to coordinate the painting, purchase furniture and arrange computer access. The new space (known as the Community Hub) is a great area for all members of the community to meet, socialise and relax.

The Centre was very pleased to have sourced and secured a Volunteer Grant through the Federal Government's Community Grants Hub in late 2018 which we used to upskill our volunteers in spotting early intervention opportunities for young people, as well as First Aid and Work Health and Safety.

The Family Action Centre hosted four programs last Financial Year and they were all well attended. One module was based on assessing and managing the impact of domestic violence on young people living in such an environment. The other modules focused on the importance of establishing a positive behaviour structure and the importance of emotional regulations and attention.

Our Food Shack food outlet has had the busiest year in its short history as the challenging economic climate put pressure on the earning capacity of more local families. The Food Shack hours of operation were adjusted to better meet the needs of the community.

To meet the increased demand, we also saw an increase in donations of short dated food from local businesses. It's wonderful that local business owners and store managers are showing their concern and increasing the volume of the products that are donated each week.

The tough economic climate has also led to a significant spike in applications for no interest loans and our Hunter Fee Relief Program has also never been busier.

Our gymnastics program was again very popular over the 2018/19 financial year with a stable teaching staff and instructors. Our group numbers were very steady buoyed by the Active Kids vouchers that were issued by the NSW Government to every family in NSW, especially in first and third terms.

We again attended the Careers Day for local primary school students held at Kurri Kurri Public School. Seven members of our team presented our services and credentials to students to inform them about the wonderful work we do and the fulfillment that comes from working in the community services, aged care and disability services sectors

Our OOSH has performed extremely well under demanding conditions during the 12 months to June 30, 2018. Most people are aware that the OOSH was forced to relocate after the freak storm which severely damaged the Ambulance Practice Hall in

the 2017 storm and forced the OOSH to operate from temporary facilities at the neighbouring property which houses the Kurri Kurri Girl Guides.

The OOSH remained operating at full capacity during this time and our staff, parents, carers and attendees did a fantastic job making the best of the situation under very trying conditions. Thanks to the committee members and volunteers at Girl Guides Kurri Kurri who helped us as much as they could during our time as their tenant.

The Ambulance Practice Hall has been repaired and we are very much looking forward to returning to our original space and predict this to happen at the start of term 4, 2019.



One of the key members of our Hunter Community Services team was recently recognised as a service super star in the 2018 Cessnock Chamber of Commerce Customer Service Awards.

Vanessa Alder, a Coordinator of Supports for NDIS clients, was runner up in a field of over 20 nominees. She was nominated anonymously and was very humbled by the experience.

Vanessa has been associated with KKCS for 20 years. In fact, her journey to working with us started way back in 1992 when she started work for a screen-printing business that was a co-tenant in our main administration building. She even had her engagement party in this same building!

“The organisation appealed to me because everyone was very so friendly and the work they were doing seemed really interesting,” explains Vanessa.

She started volunteering at KKCS in 1999 working three days a week in the front office and was offered a full-time role 2001. This first full-time role involved providing administration support for the dementia monitoring service, known as the Lower Hunter Dementia Options (LHDO), which ran for several years across six local government areas.

**GOING THE  
EXTRA MILE ...  
A SUPPORT CHAMPION  
RECOGNISED FOR HER  
GREAT WORK**

## Staff Profile **VANESSA ALDER**

When the LDHO service was merged with the Community Options Program, Vanessa became a member of a newly formed team specialising in case management which also ran for number of years. This same group was then tasked with managing the roll-out of ComPacks, a NSW Government initiative that assists people who are leaving hospital after extended stays helping them to transition into assisted living or settle back into their own home.

In this role, Vanessa started conducting home visits to determine people’s needs for service supports provided under the ComPacks Program.

“I became solely focused on case management and supporting people to achieve the goals they identified in their action plans,” explains Vanessa. “I really enjoyed meeting people and trying to help them regain their confidence and be comfortable in their circumstances. I’ve always felt connected to our community working at KKCS but especially in this role.”

With the introduction of the NDIS in 2016 Vanessa transitioned from the case management program to implementing and refining the NDIS programs.

Vanessa says working within in the boundaries of the NDIS defined criteria has been challenging at times but the end result is still very rewarding.

“The organisation has been extremely supportive of me and my goals, especially around building my skills and getting practical experience in the field,” explains Vanessa.

“I’ve always been given the opportunity to develop my skills and over the years I’ve undertaken numerous courses and been mentored by some wonderful people. More recently I’ve completed training in assessments and a case management diploma at TAFE.”

“But the best thing has been the long-term friendships I’ve made and the gratitude of the people I’ve been able to help.”

At KKCS we are very pleased that Vanessa was recognised in our community for her commitment and the exceptional service she consistently delivers. Congratulations Vanessa and thanks for doing a fantastic job.

**The work I do makes a  
difference in people’s lives  
which is a wonderful feeling.**



## Employee Spotlight **APRIL SULLIVAN**

### **At KKCS we're all about opportunity!**

Meet April, an Administration Assistant in the Hunter Community Services Team where she helps ensure it runs as a well oiled machine.

April grew up in the Hunter living in Broke and Singleton before moving to Cessnock in 2017 to live with her cousin. After leaving school she worked in childcare where she managed before and after school activities for a busy, local family.

Her initial passion was in technology and she attended TAFE in Cessnock and Maitland in recent years completing two separate IT related courses - Certificate III and IV in Information Technology.

"I've always been interested in technology, particularly computer hardware and originally wanted to find a job in IT. I was especially interested in computer hardware and once built my own personal computer," explains April.

When she finished her studies April tried hard to find job but found the process extremely frustrating and upsetting.

"I looked in Singleton and Newcastle and everywhere in between across a broad range of industries and a wide range of roles," says April.

"I went to a number of employment agencies but since I'd never had a job and I was quite shy and reserved they didn't see me as a good prospect and didn't really try to help me

"Earlier this year I eventually found someone at Employment Plus in Cessnock who wanted to help and they suggested I meet with Kurri Kurri Community Services.

"When I finally got an interview, I was so overwhelmed and nervous that I had a panic attack and had to delay the meeting but KKCS was extremely understanding and supportive.

April was offered a Traineeship in Certificate 4 Business Administration. And the rest, as they say, is history!

"That traineeship has completely changed my life," says April.

**I just love my job. I'm so grateful that Hunter Community Services believed in me and were so understanding of my situation.**

"I was offered the job on my birthday which was just amazing and it only got better from there. I've been given amazing on the job training and completed the Certificate IV in Business Admin at the end of July and am now employed full time.

April manages up to 100 phone calls each day for the Hunter Community Services division and also manages the process of confirming services with our consumers each day.

She completes filing and assists with data entry for timesheets and other administrative paperwork and also provides assistance to the Home Care Packages (My Aged Care) coordinators and has significant ad-hoc phone contact with clients, support staff and members of the public.

"I love my workmates. It's always fun to come into work," April says. "I enjoy trying to help people and talking to people."

April recently received her provisional driver's license and recently was approved for a car loan and she's adamant this would never have been possible without her role at KKCS.

"I'm much more confident and independent and I've been able to do things I've always wanted to do," she explains.

When she's not enjoying her work at Hunter Community Services April spends a lot of time with her brother, cousin and friends. She enjoys heading to the movies and is a massive fan of music.

"In less than a year I have a great job, a license, my own car and a new outlook on life."





Meet Our  
Volunteer Champion  
**DENNIS MOORE**

Next year Dennis Moore will chalk up 25 years of volunteering with KKCS. It's an amazing record which started in 1995 when Dennis and a friend started helping with weekly activities at the Kurri Kurri Youth Centre.

Dennis was born and raised in Cessnock and worked as a linesman on high voltage power lines for many years until officially retiring in 1995.

He comes from a long line of volunteers. One of 11 children, his parents were always lending a hand to others in the neighbourhood and this rubbed off on their children.

"All of my siblings have completed some form of volunteering at some stage in their life," explains Dennis.

"It wasn't expected of us, but we all felt compelled to volunteer our time and get involved in different organisations and events. My brothers and sisters have worked for a number of different organisations including Meals-on-Wheels and Probus."

Over the years Dennis has worked in a number of different supporting roles at KKCS and today is a regular volunteer at the Food Shack where he also worked in the late 90's.

"I was one of the initial crew who set up and managed the food co-operative when it used to be across the other side of Lang Street," explains Dennis.

"My first contact at KKCS was as a volunteer was in the Youth Centre which I did for a couple of years until they needed help with the after-school care service (now known as OOSH) so I moved across there to help for few years.

"After helping at the OOSH, I volunteered as a bus driver for the community bus that would collect participants for various activities and outings.

"Around 2004 I went back to assist the manager of the youth work team working on the Life Skills program where I was part of the team visiting local high schools and working with young people."

Outside of KKCS, Dennis has worked as a volunteer for many years with a local palliative care organisation who provide support for terminally ill patients and their families. He also assists with the Breakfast Club program at Cessnock Public school each week.

He also helps out around the retirement village where he and his wife have lived for the past few years. Dennis is a very keen swimmer who completes in Masters events and coordinates visits for village residents to the local pool including driving the village bus. He enjoys spending time with his wife, two children and grandchildren.

**Those we help might get a lot out of it but let me say that I get just as much happiness and satisfaction from helping out where I can. It's a big part of my life and I would really miss it if I couldn't do it.**

"I have seen a lot of change at KKCS over the years - I've made a lot of friends and had some great times and am very proud of the work that the organisation has done and the difference it's made to the local community over the years."

Odyssey Builders works across two sectors - Aged Care and Disability Services - delivering key support services in the areas of home modifications and grounds maintenance services across NSW. Our Odyssey Builders team help to mitigate risks to our client's health and safety, promote autonomy and deliver greater independence so our clients can continue to live comfortably in their own home.

In January 2019, Ange Bevan commenced in her new role of General Manager – Commercial Services. Ange is now responsible for managing our Hunter Commercial Services ADE (Australian Disability Enterprise) operation as well as the Odyssey Builders businesses.

In February 2019 Phil Endean, the long-time Building Manager at Odyssey Builders, passed away after a very short illness. Phil had been with the organisation for many years and was passionate about working in the aged care and disability services sector. His sudden passing was shock to all at KKCS.

In April 2019, we gained the services of Frank Riggio, Building Manager, who has worked in the same line of business for many years and brings with him a wealth of sector specific knowledge. Frank made the move from Sydney and has added even more expertise and drive to our Odyssey Builders team which continues to go from strength to strength.



# 03

## ODYSSEY BUILDERS

With Odyssey Builders and Hunter Commercial Services operating under a single management team we have seen a positive cross pollination of business opportunities by promotion of services across a wider client base. Equally important this has opened up new training and employment opportunities for supported employees within the building industry.

A key focus on Odyssey Builders in FY19 was the rollout of a new Client Management Strategy, which included new systems and processes and a restructure of the administration team. We are already seeing positive results with improvements in productivity in parallel with an improved customer experience.

During the past financial year Odyssey Builders implemented a more defined and comprehensive Contractor Management Strategy, ensuring our sub-contractors deliver to the high standard that Odyssey Builders promises. As our services expand throughout the state, we are working with more and more local and regional businesses and now boast almost 70 sub-contractors across the State.

To support our ongoing commitment to providing an extremely high level of service and workmanship, our Odyssey Builders undertook a significant capital investment to upgrade to much of our equipment, ensuring our services are delivered on time, on budget and with a quality finish every time.

During the middle section of the financial year, we were notified of additional 41 per cent in CHSP funding to service Home Modifications across NSW through until 2020. On top of this increased CHSP funding, we utilised 100% of our CHSP annual funding allocation and had a record number of NDIS referrals, up 24% on the previous financial year.

We also became a registered Provider for SASH (Safe and Supported at Home) a New South Wales program that provides home modification services for people who are not eligible for NDIS funding. We have also expanded services to support those with disability through delivering high end services to iCare. Both of these new business streams are delivering upon our strategic focus of diversification.

During the 2018/19 Financial Year Odyssey Builders was the subject of two regulatory audits, CHSP and NDIS and we are pleased to say that we passed both audits with flying colours which has enabled us to focus on continual improvement initiatives.



## Client Spotlight **MARION MURRAY**

Earlier this year Marion was finding it difficult to move around her house set on a small acreage in Quarrobolong. She was particularly worried about getting in and out of the ensuite shower and also moving from her back verandah down to the lawn at the rear of the property.

“I did some research and spoke to a few local tradesmen but it became evident quite quickly that they hadn’t had much experience at all with modifying houses for people who were finding it challenging to move around,” explains Marion.

“Further research led me to KKCS and then on to Odyssey Builders and Briannon (Occupational Therapist) came to see us in February.”

“After her initial site assessment, a Builder from Odyssey, visited my home. He was very attentive and informative and during the consultation and quite quickly we were presented with a proposal to undertake the modification”

“The steps down from the veranda to the yard area were awkward to navigate and there was nowhere to steady yourself.

“The rails are a fantastic addition and we can now move up and down with confidence.”

“And the new bathroom has been wonderful. Even though the actual floor space for the shower didn’t increase we seem to have more space and it’s certainly safer and more convenient when actually using the shower.”

Marion explains that in the time between appointing Odyssey and the works being completed, her partner was admitted to hospital and has been recovering from a significant illness.

“At this difficult time, the construction team were extremely alert and respectful of the situation and worked around us to ensure our objectives were met,” she said.

Marion was impressed with the way in which the project was managed and work was scheduled and completed as much as she was with the quality of the finished product.

“It was evident that the Odyssey team know how to plan and execute a project,” says Marion.

“Right from the start, they were very efficient, friendly and well organized.”

“There are no steps in the house, so I hope we don’t need anything else. But if we do, I know the people to call! The team at Odyssey Builders were excellent. They did a fabulous job and were very easy to deal with.”

# Our Services

## WHAT WE DO

### Occupational Therapy



Our team provide specialised assessments and designs to ensure that home modifications will meet your specific needs and increase your safety and independence in the home.

### Drafting & Site Design



The team at Odyssey Builders works alongside clients to design custom home modifications to suit individual needs.

### Project Management



We have a proven track record of delivering projects on time and on budget. We will create a schedule from start to finish that meets your goals.

### Electrical



The home modifications team can provide electrical services including installations, repairs and maintenance. All electrical work is conducted by a licensed tradesman.

### Landscaping



We have qualified horticulturalists to attend to any landscaping needs from design through to the construction stage.

### Building Consultion



Our expert builders consult to Occupational Therapists across the Hunter Region to ensure their recommended home modifications meet best practice design standards.

### Site Preparation



Site preparation involves the demolition, clearing and removal of structures and organic materials to make way for the new renovations to occur.

### Construction



Our home modifications team is certified with a full NSW Builder’s License which allows us to build any structure of any size and a comprehensive range of construction services.

### Plumbing



Our home maintenance team can provide a range of plumbing, drainage and gas fitting services for residential clients. These services are all conducted by a licensed tradesman.

### Fencing



The team at Odyssey Builders can provide a measure and quote for domestic and farming sectors as well as provide general maintenance and repairs.



# 04

## HUNTER COMMUNITY SERVICES

Our Hunter Community Services division supports people living with disability and those in our community who are frail or vulnerable by delivering a suite of home-based services including personal care, domestic assistance, social support, flexible respite as well as out-of-home, community-based activities. A few short years ago we supported around sixty clients. This area of our business continues to grow and now supports 660 clients.

Of these clients, 73 are funded through the NDIS, 510 via Commonwealth Home Support Packages and 84 through the My Aged Care (Home Care Package) program.

The Community Services team continues to meet and exceed the rigorous requirements that are placed on it by State and Federal regulatory and funding agencies. Every three years we are subject to a thorough quality review and this fell in the 2018/19 Financial Year. We met all the Home Care Standards (now Aged Care Quality Standards) across all 18 areas of compliance.

We also had to ensure compliance of the new Aged Care Quality Standards issued by the Federal Department of Health before July 1, 2019

During the last Financial Year our staff grew from 30 to 55 and we also recruited a registered nurse who will play and extremely important role in ensuring we continue to deliver

the very highest quality of care that we can. Most of the new roles were front line support staff who provide our support services in clients' homes and the community. A number of the new roles were for administrative support staff and Coordinators to address our increasing client base. A renewed focus on providing domestic support, social support, and transportation services resulted in the addition of six new team members.

Hunter Community Services has developed a reputation within our community, and with our government funding agencies as a provider of choice for quality supports and services. Acknowledging this, the Commonwealth Department of Social Services (DSS) provided a significant increase in funding to Hunter Community Services last year. While we are grateful that DSS acknowledges the quality and value of our services, we are more excited that our efforts have translated directly into our ability to support even more people in our community.

We continue to invest in our staff through training and support. Throughout the 2018/19 Financial Year three of our staff have completed their Certificate III in Individual Support (Aged Care) and an additional two staff members have commenced this course. In the corresponding period, two of our team completed their Diploma of Leadership & Management and we recruited a trainee for our administrative team who has now attained a Certificate IV in Business.

We have partnered with a local training service provider, Essential Skills to deliver entry level certification (Certificate II in Community Service and Certificate II in Health Support Services) for those who are new to the sector or new to our team.

Our team has also undertaken dedicated NDIS training to ensure that our Disability services are provided with 100% focus on our clients choice and control and their right to live their lives as they choose.

Highlighting the many synergies that exist between the different divisions of KKCS, we continue to work closely with the team from Odyssey Builders and even more closely with our Allied Health team especially around home care packages. Our Hunter Community Services team can offer 'one-stop shop' when it comes to being able to source and deliver a very broad range of services for the elderly, frail and disadvantaged in our local region along with those living with disability.



## Client Spotlight **BARBRA**

### **A bird in the hand... helps Barbra get on with living!**

Barbra from East Maitland has transformed her life thanks to the great work of our Hunter Community Services team.

Originally from Ballina on the far north coast, Barbra moved around a lot in her youth attending five high schools in three states. She started a family while living in Tamworth in the early 90's and, as Barbra explains it, she slowly moved her way down the valley and ended up in Maitland.

While working as a nurse, Barbra was diagnosed with a rare illness called Cauda Equina Syndrome in 2014. Cauda Equina Syndrome is a condition that affects the nerve endings at the base of spine.

"It was incredibly painful and extremely frustrating," says Barbra. "In a few short months I went from being an independent, single Mum with a great job to living on a Disability Support Pension in severe discomfort every day".

As part of her recovery and rehabilitation, Barbra was referred to our Hunter Community Services team by a staff member at Maitland Hospital. Barbra's package funded through the NDIS includes in-home care, transport services and personal care.

"Since the minute I met with my support coordinator Vanessa I've never really looked back. I'm very pleased with Vanessa because she goes above and beyond. She answers my messages promptly and she helped me follow my passion for helping wildlife," says Barbra.

"I actually tried another provider but quickly came back to KKCS."

In early 2018 Barbra mentioned to Vanessa that she was interested in caring for injured wildlife and together they made some inquiries about how to pursue this goal.

"Vanessa discovered a training course and meetings at Hunter Wildlife Rescue that I could attend through my NDIS funding," explains Barbra. "This included transportation to and from a full day training session and other events."

For the past 12 months Barbra has ramped up her association with Hunter Animal Rescue and is now a key member of the team of volunteers who care for injured birds in their homes. Barbra has a constant stream of injured birds being delivered to her home and, using her training coupled with her caring and dedicated nature, she nurses them back to health to the point where they are released back into their natural habitat.

"In the past few weeks alone I've had a Kookaburra, Tawny Frog Mouth and a Cockatoo," explains Barbra. "This job keeps me focused and gives me purpose. I needed something to keep me engaged and motivated and this definitely helped."

As an added bonus and serving as a great example of the broader community connection that stems from individual supports via NDIS funding, Barbra has established a great friendship with Judith, another East Maitland local who serves as the Birds Coordinator for Hunter Animal Rescue in the Lower Hunter region.

Judith has suffered from anxiety for a number of years and says the regular contact with other members of the animal rescue group such as Barbra are a great help to her.

In another excellent example of teamwork and using our own internal resources to support our clients living the lives they wish to live, our Hunter Community Care team identified an opportunity for Barbra to increase her independence and, working in close association with the Occupational Health team at KKCS, they have recently confirmed that she will shortly take delivery of a mobility scooter.

Barbra added "But the best thing has been the long-term friendships I've made and the gratitude of the people I've been able to help."

**The work I do makes a difference in people's lives which is a wonderful feeling.**



## ALLIED HEALTH

**Our Allied Health services continue to grow and flourish.**

Our Allied Health service offer expanded significantly over the course of the last financial year and now offers a broad range of in-home and centre-based wellness services.

We began offering physiotherapy services in August 2018. Karolina Urane joined the Allied Health team as our physiotherapist. The service was very well received with referrals far exceeding our expectations.

We also launched podiatry services in October 2018. As with our physiotherapy service, the new service was well received.

We have seen a significant need for podiatry services in our region - particularly among older clients. The service grew throughout the year and we expect to expand this service in FY19/20.

Our private Occupational Therapy referrals have continued to grow and diversify as we see an increasing number of referrals from Home Care Providers, Legal Aid and via the icare (Insurance & Care NSW).

Our Allied Health service has received increasing number of internal referrals from our Hunter Community Services team for client's receiving Home Care Packages to assist with wellness and re-enablement goals that involve Occupational Therapy, Physiotherapy and Podiatry interventions.

The growth of our Allied Health offer means the team is now able to provide services to a broader range of areas throughout the Upper and Lower Hunter, Newcastle, Lake Macquarie, Port Stephens and Central Coast areas.

Our Occupational Therapy team also has expertise in providing manual handling training and have devised a specific training program tailored for informal carers and support staff. Our Occupational Therapists have been providing this training to internal and external services and are looking to increase these services in 2019/20.

Our Occupational Therapy team continues provide expert advice and guidance for complex home modifications, and is recognised by NDIS, Housing NSW, Legal Aid and icare. Our Occupational Therapists continue to work closely with the team from Odyssey Builders and other external home modification providers to provide assessments, design and documentation to support the home modification process.



We were very pleased to announce an important internal promotion within our Hunter Commercial Services (HCS) team earlier this year when Jarrod O'Brien stepped into the role of Operations Manager for HCS. Jarrod has been with the organisation for over 10 years working as a supervisor in the Grounds Maintenance division. With Jarrod's experience in leading teams with supported employees, he brings great enthusiasm, industry knowledge and leadership experience to the job.

Ange Bevan commenced her new role as General Manager – Commercial Services in January 2019 which has her overseeing business operations at both Hunter Commercial Services and Odyssey Builders. Ange has been with KKCS since 2017 and, in that time, has successfully transitioned our Kurri Contracting business from a relatively modest, local contracting business into a robust and successful venture that now trades as Hunter Contracting Services that services clients across the broader Hunter region. She brings an enormous range of skills and experience to her expanded role.

HCS won several new commercial contracts over the course of the 2018/19 Financial Year which has allowed us to employ and additional 15 supported employees, an increase of 36% on those employed in the previous financial year. Supported employment allows people living with disability to achieve their employment goals and gives many the ability to lead independent lives within the community.

HCS now manages over 400 residential lawn maintenance customers who receive our services under CHSP funding.

This has also resulted in an increase of 20 sub-contractors engaged to help deliver our services.

Over the course of the last Financial Year we have implemented a robust Contractor Management Strategy, ensuring all sub-contractors to deliver our services at the continually high standard that Hunter Commercial Services is known for.

HCS undertook a significant capital investment in equipment and vehicles during the financial year. This investment will ensure we continue to deliver the highest quality services and outstanding customer care in the years to come. Equally important this investment will enable efficiencies across the business so we can also continue to offer great value to our customers.

Our contracting division launched our new brand "Hunter Commercial Services" last financial year. We continued to roll out this new brand over the past year – which included repainting all our trailers in a distinctive lime green (that can be seen for miles!), branding of all our vehicles, and the creation of new collateral. Our new brand has been well received and has led to new business in an expanding geographic footprint.

We have been privileged to gain new commercial clients in Grounds Maintenance and Commercial Cleaning over the past year including Lake Macquarie Council, Department of Primary Industries and additional sites for WEA Hunter which recently re-badged as Atwea College.

2019 saw HCS undertake two regulatory audits, NDIS and NSDS – which is centered around how we manage and assist our supported employees. With both audits, we passed with flying colours and this has enabled us to focus on our Continual Improve Initiatives.

HCS' most important continuous improvement initiative is to upskill our workforce. A number of training and skills development programs were undertaken during the year that provided additional qualifications, skills and tags to our crew members. In parallel, we progressed our service diversification program where we will be rolling out new services in the next financial year.



Existing crew members have been trained to deliver services in these new areas. We are delighted that we are able to upskill our existing crew members and at the same time develop new and different employment opportunities for people with disability.

HCS is also very active in giving back to our local communities. HCS staff volunteer their time to support the Kurri Kurri Festival, Nostalgia Festival (manning the community BBQ) and a number of other community events, always with a huge smile. Our team is packed full of champions who are proud to give back to their community.



## Crew Member Spotlight Jamie & Shane Fennel

When work mates are like family ... literally!

At KKCS we've played a key role in the lives of many local families over the years, but we've also had families play a key role in the continued success of our organisation. One such example is Jamie Fennel and his Dad, Shane who both work in our Hunter Commercial Services Team.

Shane from Pelaw Main has been part of our team since 2018 when he was offered a Grounds Supervisor position. His son, Jamie came on board only a few months earlier in the first part of 2018.

Jamie was born and raised in the Hunter as one five siblings. He grew up in and around Maitland before moving to the Kurri Kurri region with his family a few years back.

The 27 year old was previously employed by another local Australian Disability Enterprise, where he'd worked for their wine packaging division.

Jamie now works in our Grounds Maintenance team. From our base in Kurri Kurri, he travels with his crew out to numerous customer sites, sometimes up to 30 sites a day! Jamie performs a range of tasks including mowing, using the blower vac and whipper snippers, refuelling and cleaning the equipment and removing rubbish from the site.

When he's not helping to keep our client's sites neat and tidy, Jamie enjoys 'just chilling' with his family and friends.

"I like watching Foxtel, footy and movies - action movies are my favourite," he says.

"I also enjoy motor bike riding and camping. It's good to get out and about. We recently went on a camping trip to Rylestone and we went to Frazer Island two years ago. We head up to Barrington Tops a bit as well."

Jamie currently works a three-day roster from Tuesday to Thursday. When he is not working, Jaime leads a very active life. On Monday and Fridays, he sometimes attends group activities in Kurri Kurri.

"Working at Hunter Commercial Services is a lot of fun. I give my Dad and the other crew members a bet of cheek and I get it back too. I love a laugh" says Jamie.

"I am very glad I found this job. It's great to keep busy and also work as part of a team each shift."

Jamie's Dad, Shane was born and raised in the Hunter region living in Raymond Terrace and Metford before settling in Pelaw Main 14 years ago.

Shane worked in the publishing sector for almost twenty years with Fairfax printing the Newcastle Herald in Beresfield.

"I worked shift work most of the time, across all times of the day and night, every day of the week," he explains.

When the printing business closed, Shane decided it was time to look for work that had more meaning and purpose.

"Myself and my partner both worked for Fairfax when it closed and Jamie lost his job at the exact same time, so, we were all looking for new opportunities together." says Shane.

"I contacted Hunter Commercial Services to see if they had an opening for Jamie and when we met them, I was so impressed by how they support the crew members and service their contracts, I decided it would be a great place to work.'

”

**I found an employer that had such professionalism, energy and purpose. Now I'm a Grounds Supervisor.**

As a Supervisor with the Grounds Maintenance division Shane is responsible for managing a number of Hunter Water sites as well as sites managed by Evolve Properties. A typical week can take him from Cessnock to Belmont and anywhere in between.

"I really enjoy the type of work we do and the great team environment we have and working in the same environment as my son is a real bonus," says Shane.

"When I'm not working I also like trial riding on the motorbike and taking the 4WD out on local tracks, even if it's just looking the wood for our fireplace at home," he said.



## Hunter Commercial Services Customer Spotlight: ATWEA

### Like minded businesses always make for good partners

WEA Hunter has been an educational icon in the Hunter region for over 100 years, training and motivating local people of all ages in a multitude of disciplines.

WEA (Worker's Educational Association) was founded in 1913 to help educate blue collar workers many of whom at the time had little or no schooling. In its heyday it operated in almost every part of Australia but today focuses on Newcastle, Sydney, Wollongong and Adelaide.



The organisation is now the fifth largest provider of community-based education in NSW, offering a diverse range of senior secondary and vocational education to thousands of students. In keeping with this progress, and to help position the organisation for the future, WEA Hunter was recently renamed Atwea College.

After expanding to Mid North Coast with a campus in Tuncurry a few years back the local arm of the organisation now boasts 10 sites and our Hunter Commercial Services Team is responsible for providing commercial cleaning services at four of these sites.

General Manager of Commercial Services, Ange Bevan explains that the contract has been running for around three years and was recently extended by Hunter Commercial Services.

“Our commercial cleaning team attend to Atwea College sites at Raymond Terrace, Argenton, Hamilton and Cessnock, which is a dual-purpose site,” she explains.

“We conduct a broad range of commercial cleaning services and now have commenced extension of our services to also include grounds maintenance.”

Adrienne Sims, Senior Business Services Officer at Atwea College, explains how the relationship began and why it continues to flourish.

“A previous Executive Director of ATWEA Hunter worked in the same space as the management team of KKCS and they began discussing the synergies of the two organisation and how they might work together,” explains Adrienne.

“Atwea College is all about participation and inclusion. These are the fundamental building blocks of our organisation. We are a community based organisation with local staff, students and suppliers so we always look to work with like-minded people.”

“As with most commercial operations, Atwea needs to ensure we keep costs under control without compromising the frequency of service or the quality of the work when we appoint external contractors. Hunter Commercial Services ticked all the right boxes.”

“Because we are a not-for-profit organisation we are mindful of getting the very best value for money for all services, and this includes cleaning,” says Adrienne.

**We test the market from time to time to ensure we are getting competitive rates and meeting best practices around the frequency and standard of cleaning services and Hunter Commercial Services meet and exceed all requirements.**

“We have developed an excellent working relationship with Hunter Commercial Services. We know that they will do the right thing by us and have our best interest at heart. As they are also a community based and not-for-profit organisation they are very aware of our business model and our circumstances and often go above and beyond what is required.”



As a recent example, Adrienne mentioned that a fridge had failed on a campus serviced by Hunter Commercial Services during a recent school holiday break. When the team from Hunter Commercial Services discovered the breakdown, they removed all perishables from the fridge, transferred other relevant items to a working fridge and tracked down the correct person on the Atwea College management team to alert them to the issue.

“This attention to detail allowed us to address the issue promptly and saved us from a potential very messy and smelly situation!” explains Adrienne.

“I know a lot of contractors wouldn’t have noticed a fridge that wasn’t running and, even if they did, wouldn’t say anything because it fell outside their agreed scope of work.”

“The Hunter Commercial Services team has managed to build a really good rapport with the key staff members at each Atwea College campus they visit. We trust them to do the right thing and they invariably do.”

“The most satisfying thing to us at Atwea College is that the crew members are clearly getting something out of their job, a sense of self purpose and pride in what they do. It’s so great to see.”



## KKCS steps in to save the Kurri Kurri Community Festival

The seventh annual Kurri Kurri Community Festival was held in Rotary Park on October 27, 2018. Over 3,000 people turned out for a fun family day with 18 performances by various community groups and entertainers throughout the day followed by an outdoor screening of *The Greatest Showman*.

The 2018 festival coincided with armistice celebrations and The Centre hosted the launch of a book by John Gillam and Yvonne Fletcher titled *No Shirkers from Kurri—The great war experience of one Australian town*.

A photo display courtesy of Kurri Kurri Museum complemented the book launch.

KKCS assumed the management of the festival in 2018 after it had been run by the Kurri Kurri District Business Chamber since inception in 2012. If KKCS had not assumed the management of this important annual event, it would have been lost to the people of Kurri Kurri and the surrounding areas. We are very pleased to have played a key role in preserving this wonderful event and ensuring it has a strong future for years to come.



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## CORPORATE SERVICES REPORT

The KKCS Corporate Services team's theme for the 2018/19 Financial Year was "continuous improvement". The team is still working remotely from the Business Operations teams as they await reconstruction of our main office building which was ravaged by the 2017 storm.

The storm event did drive significant process change in the corporate services department which included migration towards a paperless workplace, launch of an employee self-service portal and implementation of an online Work Health & Safety Management system. Clients and employees have embraced this enhanced technology which continues to evolve and improve the customer experience.

The key initiatives implemented in 2018/19 include:

- Single touch payroll
- Job costing enhancements for Hunter Commercial Services & Allied Health businesses
- Improved financial reporting
- Pricing refresh to support the Home Care Packages delivered by Hunter Community Services

Mid Financial Year saw the arrival of a new CFO, Jerome Coleman. His experiences from the private sector is providing a valuable, different perspective to KKCS. We focused on several areas of business operations for continuous improvement which resulted a significant improvement in debt recovery, cash flow and on time payment performance to support our business partners.

The Financial Year 18/19 Audited Financial Statements clearly show improvements across all financial KPIs. The most pleasing results included:

- Cash generated from operating activities was improved by \$529K from last year
- Total Revenues \$12.4M an improvement of 22% on FY2018/19
- Total comprehensive income \$334K up from \$79K previous year

The theme of continuous improvement, coupled with the enhancement and upgrading of our systems, lead the way for further training and development for the Management team and all employees ensuring that KKCS is fully aligned with the New Aged Care Quality Standards and NDIS Practice Standards under which we operate.

Our Safety Management System and Quality Management System also had significant upgrades to enhance safety reporting and internal audits to support the Clinical Governance framework and reporting for Aged Care and NDIS.

KKCS experienced significant growth within our commercial business units as well as within our commonwealth funded services (Aged Care and Disability). This growth led to the recruitment and onboarding of 53 new employees throughout the year.

The Corporate Services team guided the organisation through a number of major accreditation certification audits this year including the Quality Review/Aged Care Quality and Safety Commission, ISO 9001:2015 Quality Management Systems, NDIS Certification/NDIS Quality and Safeguards Commission and The National Standards for Disability Services.

The Auditors views and comments reflected on the excellent Corporate Governance, Risk Management frameworks, Training and development of our employees and commitment to our consumers and participants for outstanding service delivery. One set of auditors comment that "KKCS is on the cusp of greatness" which is both a testament to the great work we've done over the past financial year and encouragement to ensure we continue to improve in the future.

## Our Board of Directors



**Andrew Hughes**

Chair



**Bob Bedford**

Board Member



**Brendan Smith**

Board Member



**Chris Dumas**

Board Member



**Sharon Hill**

Board Member

## Our Leadership Team



**Mike Coddington**  
Chief Executive  
Officer



**Jerome Coleman**  
Chief Financial  
Officer



**Ange Bevan**  
General Manager  
Commercial Services



**Christine Russell**  
Community Care  
Manager



**Elana Lawrence**  
Community  
Services Manager



**Gillian Collis**  
Human Resources  
Officer



**Will Doran**  
Youth Services  
Manager

Audited Financial Results for the Financial Year ended 30 June 2016

	2019	2018	Year-on-Year change
	\$	\$	\$
<b>Revenue</b>			
Government funding & donations	5,594,000	5,034,854	559,146
Fee for Service revenue	6,501,456	4,537,288	1,964,168
Interest revenue	102,887	134,630	(31,743)
Other Revenue	238,142	469,876	(231,734)
	<b>12,436,485</b>	<b>10,176,648</b>	<b>2,259,837</b>
<b>Less: Expenses</b>			
Advertising expense	19,272	21,444	2,172
Bad Debts	87,249	161,138	73,889
Depreciation and amortisation expense	218,639	208,513	(10,126)
Employee benefits expense	7,112,616	5,526,511	(1,586,105)
Home modification expenses	2,824,553	1,709,249	(1,115,304)
Materials and consumables used	370,004	349,550	(20,454)
Occupancy expense	274,227	260,183	(14,044)
Transport expense	246,840	208,248	(38,592)
Other expenses	1,075,254	1,652,836	577,582
	<b>12,228,654</b>	<b>10,097,672</b>	<b>(2,130,982)</b>
<b>Profit / Loss before income tax expense</b>	207,831	78,976	128,855
<b>Other comprehensive income for the year</b>	126,216	-	126,216
<b>Total comprehensive income</b>	<b>34,047</b>	<b>78,976</b>	<b>255,071</b>
<b>Net assets</b>	<b>4,148,657</b>	<b>3,814,611</b>	<b>334,046</b>

## REASSURANCE AUDIT SERVICES PTY LTD

KURRI KURRI COMMUNITY SERVICES LIMITED  
Independent Auditor's Report

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of KURRI KURRI COMMUNITY SERVICES LIMITED (the company), which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion:

the accompanying financial report of KURRI KURRI COMMUNITY SERVICES LIMITED is in accordance with Division 60 of the Australian Charities and Not-for-Profits Commission Act 2012, including:

- giving a true and fair view of the company's financial position as at 30 June 2019 and of its performance for the year then ended; and
- complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the company in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 : Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Registered Entity's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Authorised Audit Company  
Registered Number: 441724  
ABN: 14 164 474 837

16 Dunbar Street  
PO Box 31  
STOCKTON NSW 2295  
Phone: (02) 49201311

Liability limited by a scheme approved under Professional Standards Legislation

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KURRI KURRI COMMUNITY SERVICES LIMITED  
Independent Auditor's Report

### Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the company's annual report for the year ended 30 June 2019, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the Directors for the Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

#### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty

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KURRI KURRI COMMUNITY SERVICES LIMITED  
Independent Auditor's Report

exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the company to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the company audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Signed on : 15 October 2019

*Mark Walsley*  
Mark Walsley, Director

*Reassurance Audit Services Pty Ltd*  
Reassurance Audit Services Pty Ltd  
Dunbar Street Stockton NSW

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## Feedback

We are not only in the business of improving lives we are also in the business of improving the way we do it. If you have any feedback, about the things we do well or the things we could do better please send an email to our confidential email account at [feedback@kkcs.com.au](mailto:feedback@kkcs.com.au)

## Contact Us

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