



Kurri Kurri Community Services Ltd

# ANNUAL REPORT 2017/18

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## ANNUAL REPORT 2017/2018



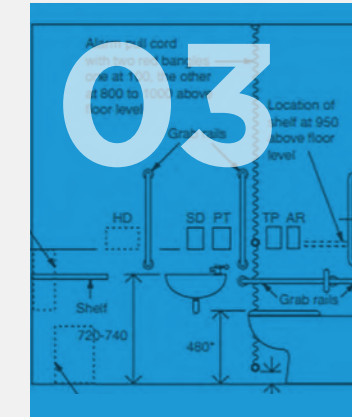
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We are pleased to present to you the Kurri Kurri Community Services (KKCS) 2018 Annual Report.

The KKCS Board continues to strengthen with Sharon Hill joining the Board in 2018. Sharon has spent the majority of her career in the building industry, including holding local and national executive roles at McDonald Jones Homes. Sharon brings a wealth of experience and expertise in the building industry as well as customer service. Sharon’s expertise will help lead the transition of Odyssey Builders Australia (our home modifications business) to a commercially competitive building company.

From a financial perspective, the organisation performed well in 2018 generating a modest profit. As expected, the wind down of NSW Aging, Disability and Home Care (ADHC) had a major impact on income with the loss of \$2.5 million in grant funding. This income loss was offset in part by a \$911,000 growth in consumer directed services (NDIS and Home Care Packages). Operational efficiencies and tight cost controls enabled KKCS to generate a profit in spite of the loss of ADHC funding. We are pleased that the organisation continues to deliver sound financial results as it navigates the transition from bulk-funded programs to consumer directed services.

### Rebranding

A key achievement for 2018 was the rebranding of the core KKCS businesses. As KKCS has grown and diversified over the years, our single brand no longer represented the services we provide nor our geographic footprint. Accordingly, we launched a number of new brands that reflect who we are and what we do, and better connect with our clients and the community.

Our exciting new brands are:

- “Hunter Community Services” that delivers disability supports, aged care supports and allied health services,
- “Odyssey Builders Australia” that delivers home modification and home maintenance services,
- “Hunter Commercial Services” that delivers commercial grounds keeping and cleaning services, and
- Finally, the Kurri Kurri community centre has been rebranded “The Centre @ Kurri Kurri”.

The new brands were rolled out in 2018 and received excellent feedback from our clients, the community and our business partners.

## The Storm

In November 2018, a major storm hit Kurri Kurri and severely damaged two of KKCS' core facilities – The Centre and the OOSH/Vacation Care building. The roofs of both building were lost and some structural damage occurred. Sadly, several staff were injured but fortunately, no clients, children or other community members suffered injury.

The Board and the CEO wish to acknowledge the amazing effort of the KKCS team to recover from the disaster and ensure continuity of services to our community. True to the KKCS spirit, all services were back on line within two days of the storm, notwithstanding significant adversity.

The storm continues to impact KKCS as the OOSH building remains unusable and a large section of The Centre remains off limits. We look forward to the repair of the buildings and their return to community use.

## Growth and Transition

Hunter Community Services continued to grow in 2018 and achieved a key milestone of supporting over 500 clients with disability and aged care supports. Even more pleasing, a customer satisfaction survey demonstrated we achieved world-

class customer satisfaction in parallel with this growth. Hunter Community Services also received approval to deliver supports via home care packages, which will provide further growth opportunities for the organisation.

Hunter Commercial Services had a very successful year, which included renewing and significantly growing our contracts with our major clients (Orica, Hunter Water and WEA). We also initiated several pilot projects to test the market for new business opportunities, which will provide additional employment opportunities for people with disability in the Hunter region.

Odyssey Builders continued its transition from grant based funding to consumer directed. Odyssey income fell significantly in 2018 as the ADHC funding wound down. We were pleased that a significant portion of this lost income was offset by growth in NDIS and privately funded home modifications.

## Serving the Community

Despite the damage to the building – The Centre @ Kurri Kurri continued to deliver a broad range of services, supports and programs to the community. The food cooperative (now called the Food Shack) was rebuilt and expanded – ensuring the provision of food and personal care items to those in the

community experiencing hard times. Our programs for young people (e.g. Gymnastics and Active Kids program) continued to grow and expand. We were also successful in attaining two federal grants for the improvement of The Centre – which will include a makeover for the public areas of The Centre as well as an upgrade to energy efficient lighting throughout the Centre.

Our Youth programs continue to grow and engage young people across the Cessnock, Maitland, Newcastle and Lake Macquarie areas – highlighted by our Youth Week program that included over 27 events in a single week.

## Thank You Lakin

Whilst 2018 was a very successful year, we did lose a valued member of our management team when Lakin Agnew moved on to a new challenge after 14 years at the helm of youth engagement programs. The Board and Management Team thank Lakin for her amazing contribution to our community and her ongoing support of KKCS and our community in her new role at Tocal College.

## 2019

We look forward to a challenging and rewarding 2019 and a return to our upgraded facilities. The challenge for KKCS in 2019 is to continue to serve through the sustainable diversification

and growth of services that respond directly to the needs of our community, whilst balancing increasing compliance, technical and governance obligations. One of our largest challenges and opportunities is the drastically changed environment for our building services, a challenge that the Board and Management Team are diligently and creatively addressing.

The Board and Management team are confident of another successful year of providing invaluable services to our community.

## We look forward to an equally challenging and rewarding 2019.



**Andrew Hughes**  
Chairman



**Mike Coddington**  
CEO





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THE CENTRE  
@ KKCS

Operations at our main administrative building in Lang Street were severely affected by the superstorm that hit on the afternoon of November 6, 2017. Damage to the building was significant and, due to this disruption, many services were impacted in the short term.

Our support staff, volunteers, suppliers and supporters who work in or around The Centre are to be commended for their resolve and good spirit as we worked to find solutions and options for the services that were affected. Most of our programs were back up and running within days of the storm which is a testament to the positivity and the commitment of everyone connected with The Centre.

During this financial year, the team at the Centre were also successful in securing funding a 'Community Hub' which will see the main section of the office and reception areas be transformed into a friendly and inviting, people focused space. This funding will allow for the establishment of a dedicated area for socialising, meetings, internet access and even a community garden that will be shaped around the entrance to The Centre!

The Centre also welcomed a new regular program over the course of the financial year. The Family Action Centre, a program developed by the University of Newcastle was launched in 2018. This group meets at The Centre up to twice a week across a three-month block. The program aims to build connections between parents and their children by educating participants about parental behaviour, positive guidance, emotional coaching and home support.





The gym at The Centre now hosts a gymnastics class for supported students attending Kurri Kurri High School. During the last Financial Year, the gym also hosted classes for participants attending the day programs at EGA (Endeavour Group).

Junior gymnastics, dance, music and tuition classes all continued to be offered over the course of the last Financial Year and all programs remained well supported. The Men's Shed also continued to operate successfully over this period and attracted a number of new members.

Our food cooperative, which provides affordable food to families experiencing financial hardship was re-badged to 'The Food Shack'. This service is available to anyone in the community who is struggling to access fruit, vegetables, packaged goods and personal care items. We also consolidated the space and made an effort to include more nutritious products in the mix.

The Food Shack now receives deliveries from Oz Harvest, Foodbank and several local supermarkets (previously all food was coming from Foodbank) and we are extremely grateful for their donations. The Food Shack is proving so popular that we are considering extending the service to run five days a week, Monday to Friday, in 2019. We also welcomed two new volunteers to The Food Shack over the course of the last Financial Year, Narelle and Shane. It's great to have new faces and we are very thankful for you.



**Funding secured**  
Community Hub projects set to roll-out



**Increased profile**  
new name, new range for The Food Shack



**New program**  
Family Action Centre for young parents



**Inclusion**  
gymnastics program for supported students at Kurri Kurri High



**OOSH**  
seamless transition to Girl Guides Hall after storm



Elana is an integral member of the KKCS organisation. She has spent her entire working life with KKCS and in March 2017 was promoted to the role of Community Centre Manager, responsible for the broad range of activities that take place in and around Kurri Kurri Community Centre.

Elana was born and raised in Kurri Kurri and continues to live in the town. She has been married to Scott for 13 years and they have two children, Siena and Ayden.

After finishing high school, Elana initially completed her Cert III in Aged Care and Disability but quickly realised she had a calling to work with children and immediately began studying for a Diploma of Early Childhood Development at TAFE in Newcastle

Elana was required to undertake four weeks 'practical teaching' as part of her course and she elected to complete this hands-on component of her studies at the KKCS out-of-school-hours (OOSH) service.



## Staff Profile ELANA LAWRENCE

That was in 2003 and she's never left, giving her 15 years with KKCS!

Her new role includes oversight of the OOSH which remains very close to her heart.

"Having worked at the OOSH since the very start of my working life and my time at KKCS, it's very special to me," explains Elana.

"I've really enjoyed seeing a positive change in many of the kids who are a part of our OOSH facility. Some come to us as very socially awkward kindy kids and leave us full of confidence.

"Each year we have a number of parents and caregivers tell us that our OOSH team has literally changed their lives for the better. It doesn't get much better than that."

CEO of KKCS, Mike Coddington explains how Elana was responsible for significantly improving the quality and financial performance of the OOSH when she was appointed to the role of supervisor several years back.

"Our OOSH facility was running at a loss for many years until Elana took over. When she started in the supervisor role, we were responsible for 28 children and now it's more than 50," explains Mike.

"As a consequence of the storm event that happened in November last year, we had significant challenges with the building that housed the OOSH. Elana handled the transition to the new premises and all the various challenges that are created by such a disruption with great professionalism. She's a real asset to our organisation."

Elana was very humbled to be given a more senior role at KKCS and is pleased she's able to assist in other areas of the organisation.

**I was really excited to be given the chance to contribute across a wider range of services.**

"It sounds like a cliché, but we really do make a difference to people's lives and that's the best thing about my job."





## Employee Spotlight **KARLEY MORAN**

Karley Moran works in our support office every Monday and, from her very first day, she has been a wonderful addition to our administrative team.

Karley undertakes a range of administrative support tasks including photocopying, collation of documents, filing, binding and shredding confidential documents. More recently, she has been responsible for collecting the mail at the Post Office each Monday morning, as job which she really enjoys.

Karley completed her HSC at St Mary's in Maitland in 2016 and recently celebrated her 21st birthday.

"It was a big celebration," explains Karley. "I had a lot of fun."

Outside work, Karley spends time relaxing at home and spending time on her laptop.

"Everyone at KKCS is very supportive and we all work very well together," she explains.

"This is a great job and I'm very happy to be working at KKCS."

Karley has been working with KKCS since mid-2017. She makes her own way to Kurri Kurri from Maitland each Monday and always enjoys coming to work.

"I also love shopping and going to the movies," she explains. "And going to lunch, but who doesn't like that!"

## FAREWELL LAKIN, HELLO WILL!



In March this year we bid farewell to Lakin Agnew who served as the Cessnock Community and Youth Development Officer for over 14 years.

Lakin was a major asset of our organisation and for the young people of our community. She was the driving force behind the formation of the Cessnock Youth Entertainment Committee and served on countless other committees and working groups focused on young people in our community.

In 2017 Lakin and the Cessnock Youth Entertainment Committee received the Outstanding Youth Participation award through the NSW Government's Youth Action Program for their Drop The Beat Project which highlighted the impact of domestic violence on young people.

Lakin was also a key member of the Cessnock Youth Week Organising Committee who were awarded Most Innovative Youth Week Program in 2014 and Best Youth Week Program in 2016.

Kurri Kurri Community Services is very appreciative of the drive and passion that Lakin brought to her role. Her enthusiasm and work ethic was obvious to everyone who worked with her and she was truly dedicated to bettering the lives of young people in our community.

We wish Lakin all the best with her new position in student advocacy at Tocal Agricultural College.

The baton for youth development work within our organisation has been handed to Will Doran who has also been activity involved in youth services locally for many years.

Will managed youth programs at Cessnock City Council over the past decade and has worked very closely with Lakin on hundreds of different youth related programs over that time. Their close association meant there was a seamless transition in this role which has been great for continuity in this area of our business, and more importantly the community in general.





## Volunteer spotlight **SHANE HUDSON**

Shane Hudson is Kurri Kurri through and through. He was raised locally, attended Kurri Kurri High School and has lived in the region all his life. As with many of our volunteers, his association with KKCS has taken an interesting path.

Shane injured his back in a workplace accident several years ago and, around the same time, his marriage broke down. He found himself looking for ways to keep busy and wanted to be a positive role model for his four children, so he contacted KKCS to see if there was any way he could help out.

“My L4 and L5 spinal segment had to be fused,” explains Shane. “Pins are holding me together but I’ve always been a hard worker and keen to keep myself busy,” he explains.

Throughout his working life he had spent time delivering beer kegs, working in vineyards and in the recycling department at One Steel, so he was used to hard work

During the process of signing up as a volunteer Shane was offered an opportunity to re-enter the work force in a salaried position but there was a catch ... he would need an MR license in order to drive a heavy vehicle. His prospective employer operated earthmoving equipment and regularly needed to move different pieces of machinery between sites.

Shane asked if he could drive the community bus operated by KKCS and we were only happy to oblige.

**I needed time behind the wheel of an MR rated vehicle and KKCS needed an extra driver, so it was a nice match. They really helped me out so I’m doing my best to repay the favour, says Shane.**

Shane works in the Food Shack every Wednesday. He receives goods into the store, stacks the shelves and packs outgoing orders. He also helps with pick-ups, travelling to various local businesses who have kindly donated food to the Food Shack.

Shane enjoys the job so much as is so committed to his duties that, when he was eventually offered full-time work by his employers, he told them he couldn’t work on Wednesday’s as it would clash with his obligations to KKCS!

In case there’s a Wednesday when he can’t be there, he recently encouraged his partner to also become a volunteer at KKCS so he knows his shift will always be covered.

“I really enjoy the sense of community we have here at KKCS. I like helping out others who need a hand. We all need a hand from time to time,” says Shane.



# DEVASTATING STORM SMASHED BUILDINGS BUT COULDN'T DAMPEN OUR SPIRIT

On November 6 last year around 2.30pm in the afternoon a freak storm lashed Kurri Kurri with driving rain and fierce winds. The event was covered on news bulletins across the nation. Two of our employees suffered injuries when the roof of the Community Centre on Lang Street partially collapsed. Thankfully, no members of the public were injured.

The roof was also torn off the Kurri Kurri Ambulance Hall which, at the time, accommodated our OOSH after school and holiday care activities. Fortunately, no children were in the building at the time and nobody was injured at that site. The building was severely damaged and has been unusable since that time. Since the storm the OOSH has operated from the Kurri Kurri Girl Guides Hall located next door to the Ambulance Hall.



In February this year we received the news that Cessnock City Council had committed to restoring both the Ambulance Hall and Community Centre buildings back to their pre-storm condition. A scope of works has since been defined however, progress has been very slow as there have been issues relating to the scope of the damage, the heritage nature of the buildings and the complexity of the insurance process. At the time of writing the rebuilding has not yet commenced and the affected areas remain unusable.

Kurri Kurri Community Centre would like to thank everyone for their patience and support during the immediate aftermath of the event and during the time since the storm. The spirit of the local community and especially everyone associated with KKCS was impressive.

Staff and community members needed to make adjustments to their routines and it's been challenging for everyone at times but through it all we have shown resilience and strength. We are hopeful that the issue relating to reconstruction of the affected buildings will be resolved very soon.





03

ODYSSEY  
BUILDERS

Odyssey Builders continued its journey to a fully commercial building company during the 2017/18 financial year. A key part of this was the launch of the new “Odyssey Builders Australia” brand and associated logo.

Block funding of home modifications through Aging, Disability and Home Care NSW (ADHC), ceased in 2018 and the wind down occurred faster than expected. This scheme previously allowed uncapped funding for local and Statewide home modification and generated a significant amount of business for our home modifications business. The wind down of this funding had a significant impact upon Odyssey with the reduction in overall funding of approximately \$2.5 million for the financial year

Block funding for home modifications through the Commonwealth Home Support Program (CHSP) has been extended until June 30, 2020 and we will continue to see work generated through this program. However, under recent change to the program, individual home modifications have been capped at \$10,000 per participant, requiring recipients to contribute any costs above this limit. This has had a negative impact on the Odyssey business, as some potential participants cannot afford the extra contributions and hence forego the home modification.

Whilst the wind down of ADHC funding and the limitations on CHSP home modifications have had a significant impact on Odyssey income in 2018, we did see a significant increase in business relating to the NDIS and My Aged Care programs.

These consumer choice-based programs will drive future growth for Odyssey. We have also seen an increase in private fee-for-service work primarily from satisfied customers of previous home modification. As we transition Odyssey we expect to see these income streams continue to grow and fuel the overall growth of the business unit.

Historically our home modifications business also managed our CHSP funded home maintenance program – which is primarily lawn mowing services. To ensure the focus of Odyssey Builders, the management of the lawn mowing services has been transferred to Hunter Commercial Services – which is better equipped to manage this service.

To reflect the ongoing changes in the Odyssey business the back-office team was restructured in FY 17/18. Formerly the Statewide and local home modification teams operated separately. These teams were merged during the financial year. New roles and a new structure were implemented that align our back-office operations with a competitive, consumer choice focused market place. The restructure has enabled more efficient operations, provided better customer service, and ensured excellent value for money for our funding agencies.





## Client Spotlight JOAN COWIN

Aside from a brief stint living in Grafton in her teenage years, Joan Cowan has lived in and around the Kurri Kurri region her entire life. Now in her 80's, Joan has lived in her current home for over 45 years and appreciates the fact that still lives independently.

“My home is my life,” explains Joan.

“It’s where all the very important things happen and is the source of all my best memories so it’s really important that I keep living in my home for as long as possible.”

Joan has been affected by osteoporosis for several years and, early in 2017, she found she was having more trouble than usual navigating the internal and external steps of her property.

She contacted our Home Modifications team for help and, via funding available through My Aged Care, Commonwealth Home Support scheme (CHSP), Joan was able to commission work to make it easier and safer for her to move throughout her property.

Odyssey Builders fitted ramps at the front and rear entrances to the house, built a ramp into the laundry and bathroom and fitted a walk-in shower. Over and above these obvious physical changes, they also re-wired the electrical work and made repairs to the sewer system to ensure the home remained safe to live in.

“It’s been the best result possible,” says Joan.

“The cost was very reasonable, and the finish of the work is of a really high standard.

Most importantly, Joan sings the praises of the Home Modifications team.

“Nothing was a trouble to them,” she said.

“Everyone I dealt with was fantastic. Nothing was a problem. They consulted me from the very start and continue to check on me from time to time.

“My children are very helpful and two live close but they can’t be with me the entire time so, when I had a recent fall, KKCS recommended a medical alert device for me and even helped arrange to get it to me and set it up.”

Joan was so impressed with her experience and is enjoying the confidence her new surrounds offer so much that she is going to get more work completed in 2019.

“There is uneven ground in my yard which makes getting to the clothes line a challenge. In the new year I am looking to get a pathway out to the line with a hand rail.”

# 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 Consultation



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 CARE

It's been a year of continued and sustained growth for our Hunter Community Services team. Our office-based support staff has continued to increase with a team of 12, which provides Administration, Case Management and Coordination for our Clients. Our field-based team of Support workers continues to grow with 36 employees providing a range of different services to our clients.

However, the most important and exciting growth relates to the number of clients our Community Services team now cares for which increased by over 130% from 216 to 500 over the course of the Financial Year.

At the end of the Financial Year we had 68 clients being serviced through the NDIS, 426 clients through the Commonwealth Homes Support Program and over 40 Home Care Packages through My Age Care.

One of the key roles we've added to the support office is a full-time Services Coordinator who helps manage the workload of our carers and ensure our clients receive help exactly when they need it most.

We have started to establish our home-based services in the Newcastle local government area and now boast clients in Elmore Vale, Cardiff and Charlestown. We have also cemented our presence in and around Maitland, Cessnock and the vineyards.

Our service to the elderly through My Aged Care is working particularly well because we have better systems and processes in place to manage inquiries, generate personal care plans and deliver the service. This area of our operations will grow even further in 2019 and beyond.



In 2017/18 we continued to work with several training organisations to provide as many work placement opportunities as possible and employ trainees when appropriate. We are also proud of the fact that we've offered employment to several long-term unemployed people and we continue to recruit and employ more people with diverse backgrounds and life experiences.

We continue to work very closely with both our Allied Health team and Odyssey Builders to ensure that our clients have all the support they need to continue living in the comfort of their own home. It's this unwavering focus on our customers that has helped us gain the wonderful reputation that we have.



**130%  
Increase**

in customers  
since 2017

**500+**

now over 500  
customers

**Services  
extended**

now servicing  
Newcastle LGA

**2x**

our support team  
has doubled

**Over  
400**

packages via  
Commonwealth Home  
Support Program

**Strategic  
partnerships**

working closely with  
local trainees





## ALLIED HEALTH

As our Hunter Community Services team continues to grow and take on significantly more clients, so too does our Allied Health team, which expanded in 2017 and now includes Occupational Therapists, Physiotherapist and Podiatrists.

The Allied Health team is completely focussed on enhancing the health and wellbeing of our clients and works collaboratively with the client, their family and other relevant stakeholders to tailor specific assessments and interventions that meet the individual needs of each client. The team is focused on assisting our clients live more comfortable and fulfilling lives by helping them participate in daily activities, improve their independence and ensure they remain safe in and around their home.

Our Allied Health team works very closely with other services offered within the organisation, namely our Community Services and Home Modifications divisions, to ensure each client receives the support they need in the home to meet their goals and participate in everyday activities.

Our Occupational Therapists assess the current living situation and life goals of our clients and advise on:

- Complex and minor home modification assessments, reports and builder consultation e.g. ramps, bathrooms, access lifts, hand/grab rails
- Assistive technology and equipment assessments and reports e.g. shower and toilet aids, mobility aids, kitchen aids
- Functional assessments and reports e.g. self-care, mobility, meal preparation, domestic tasks, community access
- Pressure care assessments e.g. seating, wheelchairs and beds
- Home safety e.g. falls prevention and manual handling education
- Providing supports and education to client's, carers and families regarding health promotion, capacity building, wellness and enablement and increasing participation, independence and safety in daily activities.

Our Physiotherapist's can assist with mobility assessments, pain management, exercise programs, neurological rehabilitation and hydrotherapy. They also spend time educating our clients on correct manual handling techniques and how to minimise the chance of falls in the home.

Our Podiatrist's can provide biomechanical assessment, diabetes and neurological related assessments, foot orthotics (custom and non-customised), footwear assessment and prescription, pain assessment and treatment relating to feet and lower legs and complete foot care including nails, corns, callus and warts.







# 05

## HUNTER COMMERCIAL SERVICES

The most significant change to our commercial services division over the course of the financial year was the creation of a new business name and brand identity. What was Kurri Contracting Services is now Hunter Commercial Services.

This re-brand also involved the creation of a new tagline: *'Creating Partnerships with Purpose'* which the team has embraced and is now gaining traction with clients and suppliers.

Due to the exceptional quality of service given by the grounds maintenance team, we were successful in securing two important contracts with Hunter Water Corporation (see breakout story on next page) which has also allowed us to appoint additional crew members with disabilities.

The ongoing, high standard of service delivered by our commercial cleaning team meant that we were also successful in securing two additional contracts with WEA Hunter over the course of the past Financial Year.

It was also a great year of personal achievements for many of our crew members.

One crew member has successfully moved into his own home and is living independently whilst another obtained his driver's licence, greatly improving his independence and allowing him to work on more sites for Hunter Commercial Services.

We invested significantly in new equipment during 12 months to June 30, 2018 and this more efficient equipment has allowed us to improve our service delivery, increasing productivity by 20 per cent!

We are always looking for ways to expand our services, find new revenue streams and create new opportunities for crew members so, in early 2018, we commenced two pilot programs. We have undertaken significant research around these opportunities including competition, operational effectiveness and profitability and we continue to fine-tune the model and monitor the results before we confirm our long-term commitment in either space.

Our commitment to developing skills and delivering training also remains a priority and we had several successes during the financial year including seven crew members obtaining their White Card certification.

We also continue to recognise and reward those who continue to shine in their work and, during the last Financial Year, we were very pleased to promote two crew members to Leading Hands and one crew member into the role of Supervisor.





## Crew Member Spotlight **KELVIN CHAPMAN**

Kelvin is another team member who has always stayed close to Kurri Kurri and surrounds. He was born in the southern highlands but moved to the Hunter Valley as a boy and has been a resident of the area ever since.

Kelvin has been a crew member for over 10 years and currently works the cleaning team at Hunter Commercial Services.

The flexibility of our supported employment division allows us to give team members choice so, a few years back, Kelvin had a short stint working with our commercial grounds maintenance team because he wanted a change and was keen to learn new skills.



**I really like working here because it gives me something to do and it pays my rent, explains Kelvin.**

**The best things about is that I've made a lot of good friends along the way.**

Kelvins role at Hunter Commercial Services has given him great confidence over the past few years to the point where he expressed an interest in living independently earlier this year. Whilst planning and facilitating this falls outside the scope of services provided by an ADE, the management and staff of Hunter Commercial Services helped make this happen.

Working closely with his family, especially his twin brother Brad, HCS KKCS played a key role in setting Kelvin up in his own place in Weston earlier this year.

The other interesting thing about Kelvin is that he serves as a volunteer every week of the year, often on multiple projects or events. It's not often you hear of someone with disability giving back to community so we think this makes Kelvin a special person.

Kelvin has been a volunteer at the Food Shack operated by KKCS at The Centre for the four years since it first opened in 2014. In this role he assists with the deliveries, especially those from Oz Harvest, and receives the product into storage by stacking and packing the shelves. He also helps with deliveries from time to time.

Volunteering is very important to Kelvin and he also helps out at Kuri Kurri Soccer Club and Kurri Kurri Bulldogs RLFC at most home games throughout the football season. He spends time

on the BBQ and assists with cleaning and ensuring the grounds are always clean and tidy. He also volunteers at the Kurri Kurri Community Festival and Nostalgia Festival each year.

"I meet a lot of interesting people when I volunteer and I like helping the people that haven't got much. I like helping the older people especially," says Kelvin.

"Volunteering makes me feel happy that I'm a part of something that is very important to the local community."

When he's not working at Hunter Commercial Services or giving his time as a volunteer, you'll find Kelvin at the raffles at Weston Workers Club or the Kurri Kurri Bowling Club.



**Living on my own is great, says Kelvin.**

**I have learned to cook simple, healthy meals and plan and budget for things.**

**I'm very thankful to everyone for the help they've given me to make it happen.**



## Hunter Commercial Services Customer Spotlight: Hunter Water

### A successful working relationship for almost 20 years

Hunter Water Corporation own and manage over 650 separate sites in the greater Hunter region including depots, pumping stations, reservoirs, treatment works, drinking water catchment areas and stormwater assets.

Since 1998 our commercial division (first trading as Kurri Contracting Services now as Hunter Commercial Services) has held contracts for maintaining a variety of these sites at different times, ensuring those sites have remained safe, accessible and presentable to staff, contractors and the general public.



Hunter Water Corporation and Hunter Commercial Services have maintained a contractual relationship for almost 20 years, where Hunter Commercial Services has successively tendered for grounds maintenance work in a competitive market place, and in some cases have been successful on being awarded the same contract back-to-back. Tenders have been assessed on safety performance, timeliness of service delivery, quality of workmanship, reliability and application of resources and administrative support.

A Grounds Maintenance Crew visit each site, typically every three weeks in summer and every five weeks in the winter months and perform a site risk assessment and run through an agreed checklist of tasks as well as undertaking any ad-hoc work that may be required. The types of work undertaken includes mowing, brush cutting, weed spraying, sweeping, litter removal and tree/shrub pruning.

### A client who sees the big picture

In recent years, Hunter Water has renewed its focus on social equity and community engagement and introduced a number of projects including the 'Love Water' grants, indigenous student scholarships and various community programs to ensure they continue to play an active, meaningful role in the local community.

A key component of this activity is also maintaining mutually beneficial working relationships with suppliers and contractors who employ people with disability. Hunter Water is very proud of the fact it works closely with an Australian Disability Enterprise (ADE) such as Hunter Commercial Services.

Hunter Water realise the positive impact these appointments have on the lives of those who are given the opportunity to work and the broader contribution that ADE's make to the local community.





## The future looks very bright

Hunter Commercial Services were successful in being awarded two new contracts with Hunter Water during the past financial year.

The first was the re-awarding of a contract that we've held for the last ten years (and intermittently prior to then) for the maintenance of grounds at the 600 plus sites in the Cessnock, Maitland, Dungog, Port Stephens, Newcastle and Lake Macquarie Local Government Areas.

This contract included some new initiatives including mulching of gardens and graffiti removal and, we are pleased to say, we have embraced these new tasks from the outset.

The second contract we were awarded was for the mowing and maintenance of grounds in and around Hunter Water drinking water catchments in the Port Stephens local government area, another contract that had been held by Hunter Commercial Services at times in the past.

We submitted a proposal that embraced some of the new innovations that Hunter Water had requested to be done and have delivered a service more than satisfactory for the last six months.

Hunter Water have indicated that changes to the KKCS and Hunter Commercial Services management in the last two years and a newfound 'can-do' attitude were important factors in the decision to award these new contracts.

Hunter Water reported that this new management team brought with it a renewed focus particularly in the areas of safety, work practice, documentation and quality. Hunter Water noted a considerable improvement in communication between contract managers leading to improved accountability and, in turn, a better-quality service and value for money for Hunter Water ratepayers.

One example of this improved transparency and communication related to a situation where our crew members were challenged by a series of flying debris safety incidents earlier this year.

Following Hunter Water's collaborative approach, we put our collective minds together to analyse the situations that were causing these incidents, looked at common risk factors, canvassed options by consulting with suppliers and peers in the industry, and then developed some prototype solutions for trial.

Within three months, the prototype was rolled out to the rest of the mower fleet with no incident reported since, a testament to the strong partnership and common goals of both organisations.

# 3 Year

extension of contract  
with Hunter Water

# New Service Trials

Piloting two  
new services for  
diversification

# New tagline

Creating Partnerships  
with Purpose

# 3x promoted

crew members rewarded  
with promotion

# 20% Boost

expected efficiencies  
from new equipment

# 7 whitecards

continued focus  
on staff training





# 06

## KKCS CORPORATE SERVICES

The Corporate Services team's intended focus for the 2017/18 Financial Year was to continue our journey in improving our systems and processes by embracing enhanced technology - with a focus on customer experience, staff development & safety, back office efficiency and excellence in governance.

The team did however need to spend a great deal of time and effort addressing the November 6 storm event - which included organising alternative premises, movement of staff and services, recovery of all core systems, and management of related insurance claims and recovery efforts. In early 2017, KKCS invested in new IT infrastructure which unfortunately was destroyed in the storm. Following the storm we migrated all IT systems to a cloud-based provider and installed an IP based phone system. Together these new systems will ensure full redundancy against any future disasters.

While the storm event was extremely challenging for the organisation, it did have a silver lining. KKCS has been implementing an ongoing program to migrate to a paperless organisation. The storm event facilitated a big bang migration, whereas all documents and processes were migrated online immediately following the storm. All hard copy records were scanned and stored online. A new staff portal was launched (MyStaffInfo) that supports online management of staff information, timesheets, leave management and remuneration reporting. We also launched a new online safety management system (HowSafe) that further enhanced our focus on client and employee safety. All safety and contractor management activities are now managed via this portal.

Another key accomplishment for the team was the completion of Phase 1 of the integration of our client management system (TCM) and our accounting system (EXO). The integration of these systems

allows automated reconciliation and invoicing for our key services and automated payroll tracking. This will greatly improve the efficiency of our back office system and provides additional operational and business intelligence. This is particularly important as our Home Care Package services grow - which are considerably more complex to manage than other services we deliver.

While improving systems and processes was a key focus, the year the team continued to support KKCS' growth with the recruitment, onboarding and induction of 47 new staff, rollout of a new KKCS Code of Conduct, refreshment the Work Health and Safety Committee, and roll out a number of training programs aligned with the Wellness and Enablement focus of our major funders. We also continued to enhance our overall corporate governance and manage the responsibilities of our Board of Directors with the rollout of a new cloud-based portal called Convene.

Finally, the Corporate Services team also successfully completed two major accreditation audits - The National Standards for Disability Services and ISO9001 - confirming our commitment to delivering the highest quality, most contemporary services possible. We received excellent feedback from the independent auditors, summarised in the following quote "The Auditors feel privileged to be allowed to have insight into an organisation who is staying true to their values and improving quality outcomes for the people they support." This commitment to our values, client outcomes and staff development was further recognised when Christine Russell, our manager of Community Services, as nominated for the Prime Super NSW/ACT Employer Excellence Award.



# A POSITIVE, NEW BRAND IDENTITY FOR KKCS

Over the past few years KKCS has experienced some significant changes including a change in corporate structure, the election of a new Board, the appointment of a new CEO, expansion of the services offered and significant growth in the number of community members we support. These changes also encouraged a new way of identifying and promoting the wonderful array of services that we offer under the KKCS banner.

Following extensive consultation with community members, clients, senior management, staff members, and volunteers, the business decided to adopt a new brand identity which highlights the new focus and objectives of the organisation and the people we serve.



While Kurri Kurri is, and will always be our home, we decided to rename our business units to reflect that we support community members and business partners across the Hunter. Each business unit now has its own dedicated business name and branding which includes a new website and a logo relevant to its specific target audience.

The individual colours that form the brand identity of each business unit are brought together in the main Kurri Kurri Community Service logo. It is colourful and vibrant and repositions the brand as a customer-oriented business.

Our exciting new brands are:

- Hunter Community Services - delivering disability supports, aged care supports and allied health services;
- Odyssey Builders Australia - delivering home modification and home maintenance services;

- Hunter Commercial Services – an Australian Disability Enterprise (ADE) that delivers commercial grounds keeping and cleaning services, and;
- The Kurri Kurri Community Centre is now The Centre @ Kurri Kurri which facilitates or delivers a host of community-based activities including our Out of School Hours service (OOSH), The Food Shack, The Men's Shed and all our centre based programs.

The new brands were rolled out earlier this year and have received excellent feedback from our clients, the community and our business partners.

The new, modern look and distinctive branding gives our organisation a more commercial focus and reflects the new direction with a focus on consumer choice and control. We are now well positioned to stand out from our competitors as we transition into a more competitive market being driven by the introduction of the NDIS and My Aged Care.



## Our Board of Directors



**Andrew Hughes**

Chairman



**Bob Bedford**

Board Member



**Brendan Smith**

Board Member



**Chris Dumas**

Board Member



**Sharon Hill**

Board Member

## Our Leadership Team



**Mike Coddington**  
Chief Executive Officer



**Jennifer Con**  
Chief Financial Officer



**Gillian Collis**  
Human Resources Officer



**Christine Russell**  
Community Care Manager



**Elana Lawrence**  
Community Services Manager



**Phil Endean**  
Home Modifications Manager



**Ange Bevan**  
Contracting Services Manager



**Will Doran**  
Youth Services Manager



	2018	2017	2016
	\$	\$	\$
<b>Revenue</b>			
Government funding & donations	5,026,954	6,347,298	8,305,101
Fee for Service revenue	4,536,056	4,954,117	2,739,499
Interest revenue	134,630	122,373	102,666
Other revenue	479,010	109,123	115,556
	<b>10,176,650</b>	<b>11,532,911</b>	<b>11,262,821</b>
<b>Less: Expenses</b>			
Advertising expense	21,444	38,436	26,441
Bad Debts	135,137	295	340,312
Depreciation and amortisation expense	208,513	199,583	232,257
Employee benefits expense	5,526,511	4,225,778	3,541,014
Home modification expenses	1,709,249	4,236,690	4,735,724
Materials and consumables used	349,550	329,161	322,503
Occupancy expense	260,183	273,034	349,310
Transport expense	208,248	193,891	264,471
Other expenses	1,652,836	1,551,926	1,276,817
	<b>10,071,671</b>	<b>11,048,794</b>	<b>11,088,849</b>
<b>Profit / Loss before income tax expense</b>	104,977	484,117	173,972
<b>Other comprehensive income for the year</b>	-	-	-
<b>Total comprehensive income</b>	<b>104,977</b>	<b>484,117</b>	<b>173,972</b>
<b>Net assets</b>	<b>3,840,612</b>	<b>3,735,635</b>	<b>3,251,518</b>



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**KURRI KURRI COMMUNITY SERVICES LTD**  
**ABN 72 626 519 418**

**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF KURRI KURRI COMMUNITY SERVICES LTD**

We have audited the accompanying financial report, being a special purpose financial report of Kurri Kurri Community Services Ltd (the "company"), which comprises the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

*Directors' Responsibility 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 *Australian Charities and Not-for-profits Commission Act 2012* and to meet the needs of the members.

The directors' responsibility also includes 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.

*Auditor's Responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the company's preparation of the financial report that gives a true and fair view 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

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**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF KURRI KURRI COMMUNITY SERVICES LTD**

*Independence*

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

*Opinion*

In our opinion, the financial report of Kurri Kurri Community Services Ltd is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2017 and of its performance for the year ended on that date; and

complying with Australian Accounting Standards to the extent described in Note 1 and the *Australian Charities and Not-for-profits Commission Regulations 2013*.

*Basis of Accounting*

Without modifying our opinion, 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 directors' financial reporting responsibilities under the *Australian Charities and Not-for-profits Commission Act 2012*. As a result, the financial report may not be suitable for another purpose.

*Wayne Russell*

Wayne Russell  
Partner

Date 31 October 2017

*Pitcher Partners*

PITCHER PARTNERS  
Newcastle



## 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)

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