

ENDEAVOUR

FOUNDATION

Opportunities for people with a disability

Together for better

Annual Report 2013-2014



Our focus is to provide opportunities for people with a disability so they may participate in the everyday life of the community.

OUR CORE VALUES

respect
inclusion
integrity
accountability

OUR VISION

To be a full service provider in the community services sector with a focus on the individual needs of vulnerable people especially those with an intellectual disability

To advocate for people with a disability

To deliver leading services to ensure people have choice in the services they acquire

To be a sustainable and influential organisation

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Chairman's Report



It is with great pleasure that I introduce the 2013-2014 annual report detailing the activities, finances and performance of Endeavour Foundation.

It has been an extraordinary year in many ways. Realisation of the National Disability Insurance Scheme (NDIS) and steps taken by Endeavour Foundation in readiness for the new disability landscape have been top of the agenda. The organisation is moving forward at a great pace, and we are Together for Better in many ways.

At the official opening of the Kawana Waters Learning and Lifestyle on the Sunshine Coast I spoke about the importance of Endeavour Foundation being at the forefront of the disability sector. To do that we must continue to evolve and be inspired by our forebears. Over the years, thousands of people have shown amazing enterprise and fortitude to drive this organisation forward.

At the beginning of the fiscal year on 1 July 2013, the rhetoric became reality and the NDIS was launched. Trial sites involved were in Tasmania, for young people aged 15-24, in South Australia for children up to the age of 14, and in the Barwon area of Victoria and the Hunter region of New South Wales, for people up to 65 years old.

This year it has been launched in the Australian Capital Territory, the Barkly region of the Northern Territory, and the Perth Hills area of Western Australia. It is also expanding in the Lake Macquarie area of New South Wales.

The progressive roll out of the full NDIS across all states and territories will start in July 2016. All eligible residents will be covered by July 2018 in New South Wales and by July 2019 in Queensland and Victoria.

Yes, it seems to be taking an age, but we are getting there. It must not be forgotten that the NDIS was still an issue for debate as emphasised on this page in the 2011-2012 annual report. In two years we have made enormous strides towards person-centred support for people with a disability. Then it was a hope; now it is happening.

Endeavour Foundation has recognised the many challenges which the NDIS presents, and we have positioned ourselves accordingly. We are now better equipped to ensure that people with a disability have choice and the opportunity to control their own life.

We are moving from an underfunded grants-based system to a structure whereby people with a disability and families will make their own choices about services and supports. Endeavour Foundation is preparing the new models and systems to become a service provider of choice.

The new ventures, such as mergers and acquisitions, give Endeavour Foundation strength in depth which we have not had before. Our footprint is larger than ever because this is an organisation which has never believed in being limited in its scope. Since our formation in 1951, we have welcomed opportunities to broaden our horizons and challenge the norm. Disability does not recognise boundaries, and neither do we.

The establishment of the National Council is also an exciting and positive development, which opens another channel of communication for stakeholders. The Council is made up of members from every Endeavour Foundation Area Committee. It has a voice in the governance of the organisation, by assisting the Board of Directors to review supports and services and providing feedback for the people we support, their families and carers. In the future, people in organisations which merge with Endeavour Foundation will have immediate representation after forming an Area Committee approved by the Board.

Endeavour Foundation has been strengthening its position in readiness for the NDIS and beyond. For decades our staff, supporters and most of all the people at the heart of what we do have adapted to challenges and opportunities as they have arisen. We must continue in that spirit as we face an exciting future together.

A handwritten signature in black ink, appearing to read 'Grant Murdoch'.

Grant Murdoch
Chairman of the Board of Directors

CEO's Report



Endeavour Foundation has moved forward in many ways during 2013-2014. As an organisation we have responded to changes in the disability sector, and we are establishing a solid foundation on which to build into the future. Our trading results are pleasing given the significant ongoing challenges in the areas in which we operate.

The National Disability Insurance Scheme is bringing many opportunities. Endeavour Foundation's Board of Directors, Executive Management team, staff and wonderful volunteers are striving to ensure we are ready. Through all of this though, only one thing matters. We must never lose the focus of why we were established: to support people with a disability.

There was much discussion in the 2011 Productivity Commission Inquiry Report on Disability Care and Support about how the sector must put people with a disability at the heart of what we do. Much was said about capacity-building, skill-development, and independence. It was and remains valid and true. However, this is not new.

In 1951, a group of distressed but committed parents started the journey which led to the formation of Endeavour Foundation. They followed the simple strategy that everything they did, every dollar they raised, was for the people they loved to have greater opportunities in life. This established the absolutely fantastic tradition of putting people we support at the heart of what we do. This must always be the case.

If we can ensure that all of our strategies, all of our plans, all of our thoughts about the way forward, and all of our actions have the same simple philosophy then we will succeed. I am reminded about Rudyard Kipling's powerful poem 'If'. Kipling challenges the reader: 'If you can dream – and not make dreams your master. If you can think – and not make thoughts your aim', emphasising that we must work to achieve our goals. In much the same way, the parents who set out to change the way their children were treated more than 60 years ago set the tone for us.

The National Disability Insurance Scheme is one of Australia's greatest social achievements. It is bringing choice, independence and control for people with a disability where there was once none. It also ensures that disability

service providers, such as our organisation, challenge themselves, assess who we are and where we want to go, and face choices which can lead to difficult decisions. However, we will not forget why we are doing it. We must ask ourselves at every turn whether it will bring greater choice, control, independence and inclusion for people with a disability. If – there's that word again – we are confident that what we are doing is ensuring better outcomes, then we are meeting these criteria.

In 2013-2014, Endeavour Foundation completed further amalgamations with other like-minded organisations. Merging with VATMI Industries in Victoria, and making sure that 68 people with a disability on the Fraser Coast had continued support after Bay Support Services Group relinquished its Queensland government contracts, has given us a larger footprint and an increased range of service offerings. Since June 2014 we have also amalgamated with Capricornia Respite Care Association (CRCA), Compass Whitsundays, Community Solutions Group (and newly merged entities Personnel West and Acclaim). This gives us enormous breadth and diversity as a community service provider. It is an important step which will help us face the exciting future with increased confidence.

We continue to talk with other organisations about potential mergers which would broaden the scope of Endeavour Foundation. It is necessary that we form strategic partnerships because the National Disability Insurance Scheme world is an open market and consumers will shape the services through their choices. We must adapt our approaches to ensure we can offer the best services to people with a disability, while applying proper due diligence to safeguard the benefits people currently receive.

There have been challenges, opportunities and changes throughout 2013-2014, and there will be more over the next few years. Together we can create our own future by ensuring that people with a disability remain at the core of all that we do. Thank you for joining with me to be part of it.

A handwritten signature in black ink, reading 'David Barbagallo'.

David Barbagallo
Chief Executive Officer

Year in Review

2013–2014

JULY 2013

Action packed Queensland 2013 Great Endeavour Rally

The 3,500km odyssey took 42 teams and their vehicles from Caloundra to Far North Queensland via the reefs, ranges and rainforests.



The \$298,000 raised by the event went towards the construction of new houses for people with a disability in Cairns, Rockhampton and Pelican Waters on the Sunshine Coast.

SEPTEMBER 2013

Golf challenge

Sixty-eight golfers teed off for Endeavour Foundation's Corporate Golf Challenge at the Virginia Golf Club. Golfers had a fun day on the green and vied for a hole-in-one prize valued at \$50,000.



AUGUST 2013

Dress to dazzle at Gala

Guests sparkled in diamonds, ballgowns and suits as they enjoyed a wonderful evening inspired by a winter wonderland, raising funds for the Endeavour Foundation Endowment Challenge Fund.



Plans to merge with ComSol

Endeavour Foundation and Community Solutions Group announced proposed plans for an amalgamation.



Innovative accommodation for Bundaberg

People with a disability who live with ageing family members in Bundaberg will have greater certainty about the future as part of the Queensland Government's Elderly Parent Carer Innovation Trial. The project will address the accommodation needs of people with a disability who live with an elderly parent/carer. Endeavour Foundation was awarded a \$993,250 grant to build a number of units in an integrated complex in Bundaberg where people with a disability and other community members will live side by side.



Wacol facility opens

The Governor of Queensland Her Excellency Ms Penelope Wensley AC officially opened the new \$3.6 million food-packaging facility at Wacol, providing meaningful employment and training for 221 people with a disability.



A \$993,250 grant
will be used for innovative new
accommodation in Bundaberg

OCTOBER 2013

Inaugural NSW Great Endeavour Rally and Cruise

The Great Endeavour Rally and Cruise made its debut in New South Wales, covering 3,250km over eight days, from Mount Druitt in Sydney to Corner Country in the state's remote northwest and back to the finish line at Bathurst's famous Mount Panorama race track.

Twenty-five teams took part, raising \$142,000. Thank you!



Pelican Waters houses open

Queensland Disability Services Minister Tracy Davis MP officially opened two new state-of-the-art homes at Pelican Waters. The \$1.2 million purpose-built homes will provide greater independence and choice for eight people with a disability as part of Endeavour Foundation's self-funded At Home With Choices project.

NOVEMBER 2013



Glamorous Melbourne Cup Luncheon

There was plenty of colour and glamour on show at Endeavour Foundation's Melbourne Cup Luncheon, held at Moda Events Portside, Brisbane. This fun event featured a delicious two-course meal, beverages, raffles and auctions, fashions on the field, and of course, the race that stops a nation! Thanks to all those who attended and raised much-needed funds to provide support, education and services for people with a disability.

More than 350 runners
from 16 teams ran the 500km Relay

CONTINUED

NOVEMBER 2013



500km relay runners brave storms and sizzling heat

More than 350 runners from 16 Brisbane and Gold Coast teams braved searing heat, stormy weather and torrential rain over the course of the three-day 500km Team Endurance Relay race, to raise \$69,000. After a sprint start in Mt Gravatt, teams ran through Beaudesert, Rathdowney, Boonah, Warwick, Killarney, Greenmount, Toowoomba, Gatton and Lowood before racing across the finish line in Fernvale just ahead of a late Sunday afternoon storm. The Overall Winner was Victory Sports from the Gold Coast, while the Highest Fundraiser was The Run Inn, raising more than \$9,000.



Cairns houses opens doors to a brighter future

Two new homes were opened in Cairns providing supported accommodation for eight people with a disability. Endeavour Foundation committed \$1.1 million for the two houses and land as part of our self-funded At Home With Choices project.



Southport Tip Shop opens

Quality used and recyclable items destined for landfill on the Gold Coast are being rescued by Endeavour Foundation staff at Molendinar Waste and Recycling Centre and given a new lease of life at Southport Tip Shop, which opened its doors in November. Proceeds from the new Tip Shop at Dakara Drive are ploughed back into Endeavour Foundation services on the Gold Coast.

DECEMBER 2013



Irwin family visits Wacol

Terri, Bindi and Robert Irwin paid a visit to Endeavour Foundation Packaging Solutions at Wacol. The renowned Australia Zoo family took along many live creatures including pythons, lizards, tarantulas and an echidna, and toured the site.



Merger with VATMI

Endeavour Foundation announced plans to merge with leading Victorian Australian Disability Enterprise VATMI, to secure ongoing employment opportunities for people with a disability and prepare for the NDIS. The merger created new opportunities for growth, innovation and diversification as one organisation under the banner of Endeavour Foundation

FEBRUARY 2014



Walking buddies put best foot forward

Endeavour Foundation's interactive Walk and Talk fitness program was launched in Brisbane's Botanical Gardens, to get people from all walks of life working together to ensure that people with a disability are actively involved

in the community. Developed in conjunction with the Queensland Centre for Intellectual and Developmental Disability, Walk and Talk pairs community volunteers – Walking Buddies – and people with a disability for half an hour of walking and conversation a week.



Inaugural National Council

The National Council has been created to ensure members from every Endeavour Foundation Area Committee have a voice

in our governance framework. The Council will be a forum for stakeholders to review guidelines, processes, procedures and policies; and for discussion on issues relating to services and supports.

Endeavour Foundation operates 245 disability and community services

MARCH 2014

Latch-On® students rock on

Latch-On® students were among the volunteers who rocked up to their classrooms in Windsor, Brisbane to do a make-over. They were part of the Optus Rock Corps whereby people give four hours of time to a community project in exchange for tickets to a rock concert. Thank you to everyone who donated their time.



Kawana Learning & Lifestyle opens

Endeavour Foundation marked its 50th anniversary on the Sunshine Coast region by moving the Kunda Park Learning and Lifestyle to a wonderful new location in the heart of the community services precinct on Lake Kawana. Disability Services Minister Tracy Davis MP officially opened the new Learning and Lifestyle, where 25 people access support.

APRIL 2014



Buderim Recycle Market opens

Endeavour Foundation is doing its bit to help make the Sunshine Coast an eco-friendly region at our new Buderim Recycle Market, under contract to

the Sunshine Coast Council. The new facility provides work experience opportunities for young people with a disability, sorting, cleaning and displaying stock for sale. In the near future, the team hopes to refurbish second hand furniture and other items for sale, reducing landfill even further.



Royal engagement

Education Services Manager Stewart Koplick and Customer Service Manager Kirsty Moore (pictured) represented Endeavour Foundation at a reception for the Duke and Duchess of Cambridge, during their visit to Brisbane. Stewart and Kirsty were delighted that they had an opportunity to speak with Prince William about Endeavour Foundation and our support for people with a disability.

MAY 2014



Celebrating the power of volunteers

Volunteers are the lifeblood of Endeavour Foundation and to celebrate the power of our 1100 volunteers, festivities

were held at 94 locations in Queensland and New South Wales during National Volunteer Week. Endeavour Foundation's Volunteer of the Year award was presented to Mackay mum, Judy Higginson (pictured) for her dedication to the Employment Service in Mackay. Thank you to all our dedicated volunteers for all your hard work.

JUNE 2014



Endeavour Foundation wins prestigious award

In celebration of Queensland Week, Endeavour Foundation received the prestigious

Queensland Great Award for the Queensland Institution of the Year in recognition of six decades of supporting people with a disability.



Star Challenge for Anniversary Gala

Guests at Endeavour Foundation's 63rd Anniversary Gala certainly lit up the night, in keeping with the theme of "Shooting for the Stars". Australian music star Daryl Braithwaite took the evening to the stratosphere with chart topping hits, including The Horses.



Reedy Creek recycling centre opens

City of Gold Coast Mayor Tom Tate officially opened the Reedy Creek Drop-Off and Recycle Market, which is turning trash into treasure and raising funds to support people with a disability on the Gold Coast, as part of council's Social Procurement initiative. Both operations employ 22 locals – including 10 people with a disability – forming our largest council recycling contract.

**2,125 people
with a disability**
employed in commercial operations

Ingrid Rehtla is a keen walker, taking to her local park each afternoon after work.

“I like to walk about half an hour each day,” she said.

Ingrid has been involved with Endeavour Foundation since 1989, joining the Windsor Learning and Lifestyle in 1993 and beginning work as a supported employee at Bowen Hills in 1997. Ingrid now works every week day at the Geebung Business Service.

“I like my work. It includes putting stickers on cakes, cleaning visy boards and doing mail-outs.”

Away from work, Ingrid has a passion for clothes shopping and enjoys spending time with friends at her local football club – Norths Rugby League.

Ingrid has lived in a supported accommodation service since 2005, where she likes to take her turn at cooking, especially if it includes her personal favourites, pasta and vegetables.

“I also go ten-pin bowling every Saturday. I have some good games, and I’m trying to get better at it,” said Ingrid.



Ingrid Rehtla

Disability and Community Services

Endeavour Foundation is committed to ensuring that people with a disability can choose the best services available – creating an opportunity to make the same choices as other community members.

We have evolved throughout 2013-2014 and made further inroads into preparing the organisation for the future of the disability sector. The National Disability Insurance Scheme (NDIS) is gathering momentum through its launch sites, and we continue to develop in order to be NDIS-ready.

Person-centred practice continues to be the cornerstone of the support we provide, and staff training continued to focus on this throughout the year. Service Development and Innovation Managers are now qualified to deliver this training to all Disability and Community Services staff. This ensures that we offer best-practice support for people with a disability and their family and carers, to enable more choice and control over the services they utilise.

It is important that all parts of the organisation recognise, understand and embrace person-centred practice.

Person-centred practice has been enhanced through construction projects initiated by our At Home With Choices program, and also through the Elderly Parent Carer Innovation Trial (EPCIT), a partnership with the Queensland State Government.

Disability and Community Services managers completed a workshop in 'co-design', delivered by The Australian Centre for Social Innovation (TACSI). The workshop provided the practice and thinking to encourage innovation in service delivery, and the tools to work directly with people with a disability and other organisations to 'co-design' the supports and services that people want. We enjoy an ongoing relationship with TACSI and identify opportunities together that will enhance the future of both organisations, such as joint tenders.

Endeavour Foundation is in the process of developing a Reconciliation Action Plan (RAP), and engaged accredited organisation Corporate Culcha to provide advice and competencies to progress this. Endeavour Foundation and Corporate Culcha submitted a joint response to tender from the Queensland Department of Communities, Child Safety and Disability Services. It focused on community capacity building initiatives that support people in remote Aboriginal and Torres Strait Islander communities to understand the opportunities of the NDIS.

Endeavour Foundation completed the construction of two self-funded modern houses for people in Cairns and two more houses for people living in Pelican Waters on the Sunshine Coast. Four people with a disability are living in each house. They were built as part of the At Home With Choices program, which constructs contemporary houses to replace larger residential accommodation buildings. They

have the latest assistive technologies so that people with a disability have the choice to live more independently, with support where required, in the community.

The Elderly Parent/Carer Innovation Trial (EPCIT) initiative in Bundaberg is an innovative program for people with a disability, with elderly parents/carers. Endeavour Foundation was one of several organisations throughout Queensland to receive funding under this state government initiative, which is designed to encourage community innovation in disability housing and support solutions.

The project is specifically designed for people with a disability who want to make a staged transition from living with a parent/carer to living independently in a safe and supported environment. The \$1.2 million development will include five units – one with three bedrooms, two with two bedrooms, one with one bedroom, and a bedsit. The design is flexible to enable different combinations of living arrangements, including overnight staff or family members, to aid transition. The model includes the use of the income from publicly-rented units to provide supports to the people living there as needed. Queensland Disability Services Minister Tracy Davis visited the site of the project on 7 February 2014.

Endeavour Foundation now provides support for 68 people with a disability in Hervey Bay, after the Bay Support Services Group relinquished its Queensland Government service contracts in late 2013. Every effort was made to ensure that there has been a smooth transition for the people who access those services, and their family and carers. This has been a priority and will continue to be so as Endeavour Foundation engages with other organisations during the journey to a full NDIS.



Moving in: (left to right) Brendan Roberts, CEO David Barbagallo, Rafael Wert, Qld Disability Services Minister Tracy Davis, Graeme Loveday and Gary Martin cut a ribbon to celebrate the opening of a contemporary new home at Pelican Waters



(l-r) Sandy Ritchie, Peter Hannon and Stephen Underwood are ready to hit the water at the Kawana L&L opening

People with a disability in the Warwick region will be able to take up new opportunities for learning and lifestyle skills development after Endeavour Foundation opened a new Learning and Lifestyle in July 2014. The decision was made to open a Learning and Lifestyle in response to the findings of a needs assessment study funded by the Warwick and District Disability Support Group, and strong advocacy by individual community members.

While initially operating two days per week, the Learning and Lifestyle will expand to offer more days of support each week, as the number of people using the service grows.

Learning and Lifestyle support provides people with access to a range of learning opportunities, as well as recreational and social activities. Using a person-centred support model, Learning and Lifestyle support enhances the independence, confidence, self-esteem, interaction skills and life choices of each person.

The Queensland Great Endeavour Rally in 2014 raised funds towards the establishment of Warwick Learning and Lifestyle.

In March 2014 Endeavour Foundation Celebrated 50 years in the Sunshine Coast region by moving Kunda Park Learning and Lifestyle to modern premises at Bokarina. The wonderful new location in the heart of the community services precinct on Lake Kawana provides a hub for people to participate in many community activities.

NDIS – readiness activities

The environment is changing and Endeavour Foundation is changing with it, so that people with a disability can design their own future and have access to the supports and choices they require.

For the first time, Endeavour Foundation achieved registration with the National Disability Insurance Agency (NDIA) in South Australia. The process to become a

Registered Provider with the NDIA in a particular state requires recognition as an Approved Provider by the state government. To achieve this we have met the South Australian government's service delivery frameworks and legislative requirements. We are currently working through a similar process of meeting state-based requirements in order to be registered with the NDIA in New South Wales and Victoria. Queensland registration will occur once the NDIA is established within the state.

Endeavour Foundation has become the first Queensland organisation to receive NDIS funding – this was provided to support a person who resides in Victoria but wanted to holiday in Queensland.

The development of the Creating Opportunities in Learning and Lifestyle (COiLL) project continued. Two key elements in the first stage of service transformation are person-centred supports and community engagement. These are being fostered for good staff practice which facilitates increased choice and control for people with a disability. This will also ensure we are ready to respond when people want to purchase a specific support or service within the Learning and Lifestyle model. The second stage of COiLL involves the inclusion of education modules, an expansion of the flexibility required to meet people's choices, and increased opportunities for people with a disability and the community.

A Central Intake and Referral role was created to support the initial contact and triage of referrals and enquiries for support from Disability and Community Services. This is a customer-focused role so that people can access support, enquire about service provision, and request information in a timely and consistent manner.

The responsibilities also include the centralised respite booking service, and managing enquiries about emergency response funding. This has allowed us to make respite services available to more people, through better utilisation

of respite resources. The Intake and Referral Manager has a key relationship with the managers who are providing services and supports to people.

The Intake and Referral manager can be contacted by telephoning 1800 ENDEAVOUR (1800 363 328), through the Endeavour Foundation website, or through local staff. There were 160 referrals within the seven months to June 2014, and as a result, Endeavour Foundation has been able to provide a service for a number of the people who have made enquiries. By analysing the enquiries we can also measure the effectiveness and geographical spread of our supports and services.

The Individualising of Block Grants Pilot Project is focused on developing practices to individualise block funds in a fair and equitable manner, initially utilising ten Endeavour Foundation sites in Queensland. In collaboration with the Queensland Department of Communities, Child Safety and Disability Services, we are designing, developing, and implementing a process which individualises funding across a group of services currently funded by block allocations.

The project, which is funded by the department, will contribute to the sector's understanding of how block funding can be personalised. People with a disability can self-direct their funding, leading to greater choice, control, and independence. This is due for completion by February 2015.

We are transforming our support and service delivery models, and our engagement with people with a disability and their families and carers. Endeavour Foundation is preparing for the shift in customer focus from government to individuals who will have greater choice and control. We are growing and diversifying into a robust NDIS-ready organisation.

Children, Youth and Education Services

Endeavour Foundation has secured ongoing accreditation under the Human Services Quality System, for the support for young people with a disability and children across Queensland.

During 2013-2014, Children, Youth and Education Services obtained licensing for our residential out-of-home care services in the Child Protection stream of services in Queensland. As a licensed provider, we are listed on the placement support provider list managed by the Queensland Department of Communities, Child Safety and Disability Services. We are now providing more residential services, are providing in-home support to children in care, and are also working with foster carers to support and maintain placement stability.

In Cairns, we started the year with two young people supported in residential out-of-home care and ended it with nine people. We have developed a strong reputation thanks to the excellent work of staff in achieving positive outcomes for young people we support.

The Child, Youth and Education Services team has participated in interstate events and activities aimed at raising the profile of Endeavour Foundation, and the services offered. We achieved registration in New South Wales as a provider of voluntary out-of-home care. This involves an agreement with families to provide residential care as an interim strategy to support family preservation. Endeavour Foundation achieved accreditation as an approved provider for statutory out-of-home care in New South Wales last year.

Education Services staff have met with families and schools in Canberra to explore expansion opportunities. The Sydney Business Development Manager has been developing relationships with schools to promote the Latch-On® program.

We have developed a good reputation for providing a therapeutic response to children and young people in care. To further this, we have committed to implementing the Therapeutic Crisis Intervention (TCI) model across services. Developed by Cornell University, the TCI training program for management and staff offers crisis prevention and intervention skills. Staff member's responses to crises are critical factors in supporting young people to learn constructive and adaptive ways to deal with a range of emotions.

Through meetings with the Queensland Department of Communities, Child Safety and Disability Services, we identified a large number of families whose children are assessed as being eligible for funding packages but are waiting for funds to become available. We know that this can become a very stressful time for families. Therefore, Child, Youth and Education Services has developed a volunteer engagement plan called the Youth Mentor Program. This identifies skilled students who are matched with children/young people and their families to provide supports within the family. Griffith University is working with us to evaluate the outcomes of this program.

Seniors services

Endeavour Foundation continues to work hard at developing Seniors Services in order to support people with a disability who are ageing, and elderly parents and carers. It is an accommodation-based model and is designed to adapt to a decrease in function due to ageing. The services are managed across the Disability and Community Services portfolio.

Seventy-two people were supported in seniors' accommodation with 11 people receiving aged care support during 2013-2014.

We have secured accreditation under the Aged Care Act 1997 for the ongoing provision of Home Care packages in the Brisbane region. This is supporting 11 people to age in the place of their choosing. The focus is now on expanding this support program to other regions.

Disability and Community Services Continued



Celebrating the Latch-On® Graduation in Townsville (left to right): Stewart Koplick, Breeanna Harris, Edith Martinez, Ben Roberts, Jess Fisher, Andrew Cowen, Leeann Bonanno and Janice Stolk

Education

Education was at the heart of our organisation when it was formed, and it continues to be a key element of what we offer and develop to support people with a disability.

During the year, Endeavour Foundation supported 81 students across seven education services for younger people with a disability.

The Education and Lifestyle Program (ELP) was introduced in Townsville and Brisbane during 2013-2014, and it has received positive feedback from students, families and carers, and staff. The program offers a person-centred approach to the delivery of education for people wanting to engage in further education and training, by developing modules and modes of delivery which suit the person.

Education Services continued to grow with increased student numbers in Latch-On® and CLUE (Continued Learning for Under 30s at Endeavour). Students attending Latch-On® enrol in a Certificate II in Literacy and Technology, and continue to achieve statements of attainment of full certification.

Community engagement is growing, and some of the students and volunteers participating in the Optus RockCorps program spruced up the inside and outside of the Windsor premises in Brisbane. Latch-On® and ELP Townsville students engaged in local community events and met North Queensland Cowboys rugby league players. Bundaberg Latch-On® students continue to engage in local life skill activities. Sydney's Latch-On® service continues to receive generous backing from Catlin Insurance which supports student enrolment for 2015. A number of students from across the services have competed at Special Olympics events in Australia and overseas.

Innovative practices have resulted in the development of a partnership with Queensland University of Technology (QUT), leading to potential commercial opportunities such as smart phone applications and virtual learning environments. Education Services Support and Development Manager Stewart Koplick presented a paper

on The Virtual Learning Environment at the Pacific Rim Conference on Disability and Diversity in May 2014. This explored the potential for engaging people with a disability and community partners in the design, development and engagement of these environments.

Students are also engaged in the testing and trial of *roveandrave* which is an interactive consumer website for people with a disability. It is being developed in partnership with QUT. *Roveandrave* will accommodate the greatest possible range of access needs to allow the broadest range of people to participate in reviewing local restaurants, events, and activities.

Education Services staff have been developing, reviewing, and refining curricula, and have been involved in professional development provided through The University of Queensland and internal staff training. This includes Therapeutic Training Intervention and the development of the Education Services strategic plan.

Staff members have also been liaising with Queensland Technical And Further Education (TAFE) regarding opportunities for Education Services to co-design programs for people no longer able to attend TAFE. The team has engaged with the community at a number of local and state expos.

Local community initiatives

Endeavour Foundation continues to provide Triple P workshops in partnership with Arrow Energy in Dalby and Toowoomba. The workshops have been developed specifically for parents of children with intellectual and/or physical disability, providing ways to manage behavioural issues which can make family life stressful. This innovative program is not exclusively for people receiving support from Endeavour Foundation, and highlights our commitment to supporting all families within the community. Arrow Energy has also provided support for a school holiday program for children and young people with a disability in the Dalby region, creating valuable respite for a number of local families.

Endeavour Foundation has successfully tendered for funding to provide in-home accommodation services for two young men who require constant 24/7 support. This Rockhampton service was previously operated by the Department of Communities Accommodation Support and Respite Services.

In April 2014, category 5 Cyclone Ita presented a serious threat to all Endeavour Foundation services from Mareeba and Cairns to Gladstone. After crossing the coast north of Cairns, Ita made its way southwards with a category 1 status. Everyone involved showed strong commitment and determination to remain steadfast in intimidating circumstances. Staff maintained service provision at all Disability and Community Services sites throughout the cyclone, drawing on the knowledge gained from previous cyclones Larry and Yasi.

Disability and Community Services Continued



Cutting the cake at Warwick L&L opening (l-r): Mayor Peter Blundell, Tanya Ryan and Alex Velthuis

Structural changes

The Disability and Community Services management team and business support functions were restructured in late 2013 to manage the implementation of the Social Community Home Care and Disability Services Award on 1 January 2014. This was also used as an opportunity to build capacity for business transformation and development activities for NDIS readiness.

A review of business systems and practice followed to complement the new structure. The provision of support to staff for critical operational matters after hours was necessary due to Social Community Home Care and Disability Services Award conditions. A full analysis was undertaken to determine the need, coverage, cost, and requirements to meet the legislation. This led to the establishment of the Critical Response After Hours Service, an internal centralised telephone support function, providing timely and consistent responses for staff issues. It is staffed daily outside of standard business hours, including weekends and public holidays and has received in excess of 270 calls per month.

The five Queensland areas became three portfolios, each the responsibility of a State Business Manager. Service management roles were redefined, providing one point of contact for people with a disability and their families, and ensuring the appropriate authority for management to enable more flexible support models. A Business Development position was established for New South Wales under the responsibility of a National Business Manager. This strengthens the position of the organisation and prepares it for national expansion.

My View

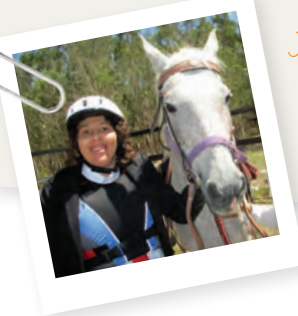
I'm living to be happy. The one thing I love about extreme activities is the rush and trying something new that a lot of people are scared of. I wasn't afraid of skydiving in Hervey Bay or bungee jumping at the Gold Coast.

I have a love for all animals and I got to swim with the sharks at SeaWorld. I felt excited and happy that they liked me. I'm planning an adventure to Tin Can Bay for wild dolphin feeding and interaction.

This year I have changed my interests to get in touch with my artistic side by taking photos out in the local community with my camera. I love taking pictures of myself, horses and activities I'm doing. I'm finding this a lot of fun. I hope to try black and white photography, and to process my own photographs in a dark room one day.

After I print my photos, I take my scrapbook kit down to a park along the esplanade, and I cut, paste and add craft to my album. I like the challenge of my scrapbooking project.

Jade Govett
Endeavour Foundation,
Hervey Bay



The Honourable Jack Dempsey MP, Ross Eastment and Executive General Manager Gail Davidson visit the site where new houses will be built in Bundaberg

Adam and Kerrod

A photograph of two young men, Adam Knust and Kerrod Hamilton, standing back-to-back and smiling. They are wearing bright yellow polo shirts with dark blue collars. The shirt on the right has the 'ENDEAVOUR FOUNDATION' logo printed on it. The background is a blurred industrial or warehouse setting with overhead lights.

Adam Knust and Kerrod Hamilton are keen athletes who have excelled in their respective fields. As gold medallists in the Special Olympics State Finals, their next exciting challenge is at the National Special Olympic Games being held in Melbourne.

Soccer player Adam (left) has dedicated more than 10 years of his life to playing sport. *“It was so exciting to find out I was selected for the national competition, I’m proud to represent Queensland,”* he said.

For swimmer Kerrod, this opportunity is extra special as this will be his first time attending the games. Kerrod swims all strokes although his fastest discipline is freestyle with a personal best time of 18.6 seconds for the 25m.

The athletes work together at Endeavour Foundation’s Gladstone business service, helping to provide business solutions such as document destruction, rag cutting and production of safety markers and pegs.

Photo Luka Kauzlaric / APN

Employment Services

We often hear that Endeavour Foundation is the largest employer of people with an intellectual disability in Australia. Yet our focus remains on each individual and their support and development needs within an employment environment.

While some 10 percent of all Australians with a disability who are in supported employment are employed by Endeavour Foundation, we never lose sight of the fact that employment services for people with a disability must be highly individualised in order to succeed, both for the employer and the employee.

Each person is supported to have the opportunity to go to work, improve skills, undertake training, and be part of a team. This means that people are included in the Australian workforce on a daily basis, leading to improved confidence, self-esteem, communication, and social skills.

There are opportunities to participate in a wide range of employment options at our 29 Australian Disability Enterprises (ADEs) plus the recycling services which we operate in tandem with local councils. We focus on rights for people, outcomes for people, and standards of service.

Endeavour Foundation expanded its commercial enterprises in 2013-2014 through amalgamation with the leading Victorian supported employment service, VATMI Industries Ltd. This gives Endeavour Foundation an eastern seaboard presence in three states. We also acquired the company Down Under Safety in New South Wales. In Queensland our largest employment service is at the redeveloped site in Wacol, south west of Brisbane, which was opened officially in August 2013 by then Governor of Queensland, Ms Penelope Wensley AC. The service employs 221 people with a disability.

Altogether, Endeavour Foundation employs 2,125 people with a disability at its employment service throughout Queensland, New South Wales, and Victoria.

Significant resources are applied to improving the skill set of employees in order to improve individual capacity, leading to increased productivity. To this end, a new training program to broaden workplace skills and opportunities for business service employees was developed.

While this has always been at the heart of our commercial operations, its importance is further underlined as we move towards the National Disability Insurance Scheme (NDIS).

We are preparing for the NDIS by putting into place a variety of options that will be made available through our employment services. Currently, the federally-funded Australian Disability Enterprise (ADE) program is 'capped' so we are limited in the number of people with a disability who can be employed by Endeavour Foundation. This will change under the NDIS, and the ADE program will be 'uncapped'.

2,125 people
with a disability work at 29
employment sites across
Queensland, New South Wales
and Victoria

Significant changes will happen as a result of amalgamation with employment, traineeship and apprenticeship organisations. Endeavour Foundation will become an all-round employment service provider for people with a disability and disadvantaged jobseekers. We will provide employment in Australian Disability Enterprises, in open employment, through job services, and in the apprenticeships market. There will be direct recruitment into Endeavour Foundation through open employment and Job Services. There will be opportunities for people to move between the different employment sectors, providing greater choice and independence. Apprenticeship training will be structured to meet the needs of the individual and the business. Overall, this will increase awareness of Endeavour Foundation beyond the traditional boundaries, thereby increasing opportunities for employees.

It is important for the future of our employment services to ensure that we consider both employment outcomes for people with a disability, and commercial outcomes which make the operation viable. It has been imperative to find an alternative system to the Business Services Wage Assessment Tool (BSWAT) which had been used



Michelle Farrugia is packaging gourmet foodstuffs at Kew in Victoria

Employment Services Continued

to assess pay for supported employees at many ADEs, including Endeavour Foundation, but was suspended in January 2013. After months of research to find the right system we have decided to introduce the Greenacres tool, which is included in the Supported Employment Services Award 2010 and approved by Fair Work Australia. This is the second-most used industry wage assessment tool, behind the BSWAT.

We continue to prepare for the future by broadening our range of products and services. The recycling businesses, in particular, have shown strong growth during 2013-2014, backed by our safety industry business. Our diversity and strength of portfolio is also underpinned by the manufacture and distribution of food products and pharmaceutical packaging, confidential document destruction, milled timber, industrial cleaning cloth, cloth exports, industrial sewing, mailing and collating, and metal fabrication. Total sales across employment services have increased by five percent, which is very encouraging in a difficult economic climate.

Training

We remain committed to broadening the workplace skills and career opportunities for business service employees with a disability. A new certificated training program has been designed with the Queensland registered training organisation, Newskills.

People can train for a Certificate I, II, and III in Warehousing Operations. There is a Certificate I in Access to Vocation Pathways, and a Certificate II in Skills For Work and Vocational Pathways. More than 300 people have signed up to participate. Our goal is to have at least 50 percent of supported employees enrolled in this program.

In Victoria, we have partnered with the registered training organisation Management Institute of Australia (MIA) and 174 people have started a Certificate I in Workplace Education. Plans are in place for training programs in New South Wales.

This follows the introduction last year of the Certificate II in Workplace Practice which covered some of the key employment practices. The Certificates I and II foundation courses, which concentrate on up-skilling people in basic practices as well as numeracy and literacy, form the foundation for the new training opportunities.

People's skills and areas of work will be aligned with the relevant course, so that as many employees as possible have the option of participating to further their goals. This is in line with the Australian Qualifications Framework.

Specialist courses focus on equipment training, forklift operations, warehousing, customer service, and many more options. The generic training programs concentrate on food safety, personal hygiene, work readiness, communication in the workplace, punctuality, travel training, anti bullying, safety outside the work environment, financial management, and more.

It is important to Endeavour Foundation that people working at a business service progress during their working life.

**Recycling teams diverted
25,676 tonnes
of paper, cardboard, glass, plastic,
metals, and textiles from landfill**

**750 tonnes
of television and computer parts
saved from landfill**

Recycling

Our portfolio of products and services in the recycling industry has continued to grow during 2013-2014. Its wide range of jobs has led to people with a disability developing work and business skills, as well as helping the environment.

We secured two recycling contracts with Gold Coast City Council. The Molendinar and Reedy Creek Waste and Recycling Centres recover good quality items which were destined to become landfill so that they can be sold at the Southport and Reedy Creek tip shops. These two commercial operations employ approximately 20 people with a disability from the business services at Southport and Burleigh Heads.

We were successful in securing a 12-month extension to our existing recycling contract with the Sunshine Coast Council. We have held that contract for more than three and a half years.

In addition, we signed a Memorandum of Understanding with Tablelands Regional Council to operate the Atherton Recycle Market at Atherton for the next three years. This is creating positive employment for people with a disability who are employed at our Mareeba business service.

Our recycling business was expanded to include the high quality services at Bendigo and Wangaratta in Victoria, which were part of the amalgamation with the VATMI Group. In 2013-2014 Bendigo recycled 17,092 tonnes and Wangaratta recycled 11,556 tonnes of paper, cardboard, glass, plastic, metals, and other recyclable items.

We continue to operate the Brisbane City Council tip shops at Acacia Ridge and Geebung. These are selling quality reusable items which have been donated by Brisbane residents through four council transfer stations.

Electronic waste (e-waste) recycling continues to hold a prominent place in the growing success of our recycling industries. The e-waste businesses at Townsville, Redcliffe, and Southport employ 70 people with a disability. They are reclaiming up to 95 percent of material from unwanted televisions, computers, and computer accessories.

In total, Endeavour Foundation business services recycled and processed 42,095 tonnes of unwanted items in 2013-2014.

Employment Services Continued



Commercial Manager Nick Hully and Tablelands Regional Council Mayor Rosa Lee Long at the opening of Atherton Recycle Market

There have been some challenges along the way, not least managing the issues under the Federal Government's Product Stewardship program for e-waste which was legislated in 2011. However, Endeavour Foundation has been successful in securing contracts with the three main co-regulatory bodies which manage the program. We will continue to maintain our relationships, and look for more business opportunities in the waste and recycling sector to secure continued growth in the future.

Safety, mining and industrial products

Endeavour Foundation acquired a company in New South Wales, Down Under Safety, to continue the interstate expansion of our commercial operations. This business has two branches located at Newcastle and Wollongong.

Down Under Safety brings some exclusive products to the Australian mining and industrial sector which are supplied throughout the Westfarmers group of companies. These include brands such as Stimela boots and the BladeX5 glove range. Down Under Safety has an extensive customer list which will now have access to the full range of Endeavour Foundation products.

The Newcastle branch will assist with the existing Peabody Energy Australia contract for safety products in the Hunter Valley. Wollongong will assist with Peabody Metropolitan Mine in Wollongong.

Endeavour Foundation won the Peabody Energy Australia tender to supply personal protective equipment Australia-wide for three years. Peabody has seven active mines on the east coast of Australia. This contract commenced in December 2013 and has an annual income of more than \$2 million per annum.

My View

My name is John Aquilina and I live in Sydney with my wife, my daughter and her boyfriend. When I'm at home I do normal house chores such as washing dishes, laundry and also gardening.

I work at Endeavour Foundation Seven Hills. My jobs include cleaning the air-locks, toilets and the warehouses. I also look after the outside area by mowing the lawn, sweeping and general maintenance, as well as warehouse duties.

I am involved with the Parramatta Two Blues Rugby Club. I take care of their water, help get their training gear, and if a player gets hurt, I call the physio. I have been involved with the club for over 13 years and at the 'Back to Parramatta Day' event, I received a lifetime membership award. I have enjoyed this - it gets me out of the house, and I get to talk to friends and meet different people. Another one of my activities is bowling and I have been doing it for around 16 years. The four of us compete every Wednesday. I like to keep active and hanging around friends.

John Aquilina
Endeavour Foundation,
Seven Hills



It has opened the way for employees with a disability to move into the wider job market and broaden their skills. A fantastic example is Wayne Andrews who worked at Endeavour Foundation Mackay and is now responsible for delivering and replenishing stock in automated dispensing machines at the three mine sites in the Bowen Basin. He has successfully completed his mine access accreditation requirements.

Endeavour Foundation has also won the contract to supply personal protective equipment to Yancoal Australia mine sites. The first site is already operational at the Cameby Downs coal mine in the Surat Basin. The second site is at Yarrabee near Blackwater in Central Queensland. We continue to tender for personal protective equipment contracts on an ongoing basis.

Endeavour Foundation is becoming well-known in the mining sector as a supplier of personal protective equipment and is being invited to tender for supply contracts at new large mining ventures. These projects offer great opportunities for people with a disability to develop new skills and work in different roles. They also maintain the growth of our businesses as we develop a strong reputation in the market place as a supplier of products and services.

Employment Services Continued



Moving on: Brian Cooke, pictured with colleagues Kay Kirk and Gayle Johnson, achieved 51 years of employment with Endeavour Foundation before retiring from his post at Geebung in 2014

Breast Cancer Australia

As part of our new product ranges, Endeavour Foundation supplied 27,500 pairs of pink safety gloves to the mining industry as a promotion to support Pink Ribbon Breast Cancer fundraising. These gloves not only raised funds and awareness but also created substantial income for Endeavour Foundation. It is hoped that these types of promotions will expand over the next few months to include other products.

Boat trailers

People employed at the Southport business service assembled more than 250 boat trailers for supply to the boating, camping, and fishing retail company BCF. They were distributed Australia-wide, including delivery as far afield as Western Australia. These high quality trailers were advertised nationally by the BCF stores.

Wedding of the year

The Wacol business service is a hive of daily commercial activity, but it hosted a unique and fabulous occasion on 28 March 2014.

Employee Mark Blasdall and wife Annie renewed their wedding vows on their 22nd anniversary with a ceremony at the site. It was organised so that their wedding photos, which were lost in a house fire, could be replaced. Guests from the original wedding, and other family, friends, and colleagues, were there to share the celebrations.

950,000 tubs
of cleaning product and
1,729,016 bottles
of sauce were produced by
Mt Druitt employees

Seven Hills employees packed
75,000,000 tablets
in blister packs and 150,000,000
tablets in bottles

1,651,931 items
were packed in 129,793 bags by
Geebung employees for Brisbane's
Royal Queensland Show

Western Sydney

The business sites at Castle Hill, Mt Druitt and Seven Hills continue to be a focal point for employment, training opportunities and social activities for 488 people with a disability in Sydney.

Mt Druitt employee Peter Angeles completed a Certificate III in Warehousing. His colleague David McDonald completed his Diploma in Business Management in TAFE. Also, assistant manager Vincent Castaneda completed a Certificate IV in Occupational Health and Safety.

Six employees from the business services in Sydney participated in the inaugural New South Wales Great Endeavour Rally. The Sydney commercial manager Denise Spencer and Castle Hill manager Garry Spokes were also in attendance.

The Sydney Area Committee organised the second annual 'thank you' party for the teams who work at the three sites. The event at the Riverside Theatre in Parramatta was attended by 130 employees, along with family and carers. The winners of the Sydney photographic competition were announced there, with Daniel Moore, Gabriel Matthews and Michael Dionysopoulos claiming first prize at their respective sites.

The team at Castle Hill gave assistant manager Lesley Glover a wonderful send off in late 2013, when Lesley retired after 35 years' service.

In terms of infrastructure, Castle Hill has approval to enclose the car park beneath the building and re-model the lay out of the site to create additional capacity. Mt Druitt has installed new pallet racking in their household goods area for an additional 200 pallet spaces. Seven Hills completed the installation of new drainage, and has completed a concrete walkway around the building for easy evacuation.

Employment Services Continued

Victoria

The leading Victorian employment service, VATMI Industries Ltd, began the process of merging with Endeavour Foundation in November 2014. All 242 people with a disability who work across four locations in Victoria are now supported by Endeavour Foundation. There are food packaging services at Keon Park and Kew in Melbourne, an art studio and retail gallery at Kew, and recycling businesses at Bendigo and Wangaratta.

We have been working to align workplace health and safety, training and development, government reporting, payroll and other systems. We can already see the benefits of these initiatives across all sites. Employees have embraced the changes and are deriving the benefits. We have been able to offer permanent increases in working hours for those supported employees who are interested, and hope to increase employee numbers.

In January 2014, 187 employees enrolled in a Certificate I course in Workplace Education with 174 people continuing their participation. Running over 12 months, each employee is afforded some time off work each week to participate in the training. Feedback from the participants has been extremely positive, and we are seeing numerous instances of improved participation in the workplace as a consequence.

The food packaging business has achieved some impressive sales growth, and we have been able to secure a number of long term contracts with major organisations. This provides the opportunity to plan into the future.

The two recycling businesses offer a combination of collection and processing, or processing only of kerbside domestic recyclables for four local councils in regional Victoria. More than 28,000 tonnes of unwanted items were processed in 2013-2014. Up to 1,000 industrial customers use the document destruction services. A review of systems and processes by Endeavour Foundation staff has assisted the sites to improve productivity, with a view to securing new business from other local authorities.

The QArt studio employs 12 artists who produce a range of greeting cards, wall art, ceramics, and artisan gifts for sale at our retail outlet in Kew. The gallery holds two major exhibitions each year to showcase the work and development of the artists. As a result of the amalgamation, some wall art has been placed into the lottery prize homes.

The merger has presented many challenges and changes but the results have been positive. It is an opportunity to consolidate our position in Victoria, and build a strong presence for Endeavour Foundation.

The Wacol team packed
1,298,287 bags
of dry food for catering and
1,913,938 bags
of bird care products

707,652 biscuits
& 5,410 cakes
were made by Kingaroy Fine Foods

The Bundaberg team
grew 6,000+
bunches of flowers and packed
1,574,751kg of fresh produce

Ashlea Hill

Ashlea Hill achieved a lot before joining the catering team at Kew (formerly VATMI) through undertaking a hospitality course and studying art at a suburban TAFE in Melbourne. She also worked for a time at McDonalds.

“In the catering area I worked long hours to fulfill the catering orders making muffins, tea and coffee along with other roles in the area. After three years I felt I needed a change and to enhance my skills. This led to me joining the QArt Studio and I have never been happier.” she said.

Ashlea is particularly pleased that her art work has been displayed at Federation Square in Melbourne and a large piece of art entitled “Partridge in a Pear Tree” hangs in one of the Endeavour lottery homes at Buderim.

“I work independently in the studio and feel grown up with the responsibility I have for delivering my paintings. I never get bored and just love coming to work where everyone is so nice and there are many other events and activities with which to get involved.”

Ashlea is engaged to be married and loved the fact her future partner proposed to her on the beach at Koh Samui, Thailand.

“I never want to leave here as it has given me so much enjoyment and self respect. My day-to-day philosophy is to just go with the flow.”



Innovation in Client Services

Endeavour Foundation has always adapted to the circumstances of the day and adopted measures to move forward, with people with a disability at the heart of decision-making. The response to the challenge of being prepared for the National Disability Insurance Scheme has been evident in many aspects during 2013-2014; our Client Services division ensures that Endeavour Foundation continues to push the boundaries, examine what we do and how we do it, research a better future, and improve our person-centred practice. This is central to our determination to continue to be a leader in the disability sector.

Case Management Services

Endeavour Foundation is committed to supporting the use of evidence in service delivery and complex decision making. On this basis our Case Management Services aim to enable clients and families to live together at home for as long as possible through:

- the development and implementation of innovative, evidence-based models of practice
- practice support and advice in relation to client support
- education and/or resources to support Endeavour Foundation support staff, managers, families and clients.

Over the next year, people with a disability and their families will be supported to gain an understanding of self-direction through sharing information and skill-building opportunities.

Your Life Your Choice Host Provider

The National Disability Insurance Scheme is predicated upon people having choice and control over the supports and services they purchase to meet their goals, aspirations and lifestyle. One way that Endeavour Foundation is working to make this possible is through the provision of Your Life Your Choice Host Provider services in Queensland. Your Life Your Choice is a State Government funded initiative, providing the framework for how self-directed support operates in Queensland.

We support people who have chosen to self-direct the management of their funding package under the Your Life Your Choice initiative and through the coordination of their supports and services. In the year ahead, Client Services will collaborate with people with a disability, families and carers, support staff and managers, to ensure that our services meet the individual needs of people choosing to self-direct their funding in Queensland under Your Life Your Choice.

Supporting people with a disability to age at home

In collaboration with the Cerebral Palsy League, UnitingCare Community, Life Without Barriers, Centacare, Multicap and National Disability Services (Queensland), Endeavour Foundation supported the development and production of a Queensland edition of 'Supporting Older People with an Intellectual Disability to Age at Home: A Manual for Support Staff and Carers'.

This manual and its supporting Manager's Guide were developed as part of a research project funded through the Australian Research Council (ARC) Linkage Program. The research, entitled Ageing People with Lifelong Intellectual Disability Living in Residential Aged Care Facilities (2007-2010), was led by Professor Ruth Webber (Australian Catholic University) with her colleagues, Professor Christine Bigby and Professor Barbara Bowers.

These tools guide support staff in understanding common health symptoms and conditions that may be experienced by people with a disability who are ageing. They also enable staff to provide support by:

- communicating more effectively with health care professionals
- supporting people to keep active despite the development of health conditions
- preventing disability and discomfort
- supporting people to remain in their own home for as long as possible.

Complex Support Advice

The Complex Support Advice Team provides specialist clinical advice and support in the areas of positive behaviour support, person-centred practice, and legislative requirements and compliance regarding restrictive practices. The team aims to reduce and eliminate the use of restrictive practices by supporting an improved quality of life for people who use the service, and by reducing challenging behaviour.

The team also consults externally to other service providers. During the year, the team has partnered with Dr Tony Attwood, Peter Bullimore, the Cerebral Palsy League, Open Minds and the Centre of Excellence for Clinical Innovation and Behaviour Support, to deliver professional development workshops and seminars, and develop positive behaviour support plans for individuals.

In 2013-2014 the Complex Support Advice Team has reported a 13 percent reduction in the use of restrictive practices across Endeavour Foundation in Queensland.

Innovation in Client Services Continued

In February 2014 an external clinical consultant conducted an independent qualitative and quantitative evaluation of the Complex Support Advice function and the resulting recommendations will guide future planning, support models and service provision improvements.

Business Employment Unit

The Business Employment Unit continues to support people with a disability who work at the commercial enterprises to achieve enhanced outcomes. The unit is focused on establishing the same opportunities which exist in the open employment market.

Victoria

In 2013-2014, the unit has worked with the staff of VATMI in Victoria to unify processes and support structures in line with those of Endeavour Foundation supported employment services, as part of the amalgamation. This process culminated in an external audit, and an opportunity for Victorian staff and families/carers to meet senior Endeavour Foundation staff and discuss transition outcomes and the future for employment services.

Certificate training

Training continues to be an important part of supported employment and the Business Employment Unit has set a key performance indicator of ensuring more than 50 percent of supported employees work towards a nationally-recognised and accredited certificate. In Victoria, more than 170 employees have enrolled in the Certificate I course in Workplace Education. A partnership with Newskills in Queensland has led to more than 300 people participating in a variety of industry courses at Certificate I, II, and III levels.

National Standards for Disability Services

The Business Employment Unit has worked extensively towards implementing the changes to meet the National Standards for Disability Services requirements. These must be incorporated into existing Australian Disability Enterprises by January 2015 and provide a framework that promotes a person-centred approach. A consultation process is now underway with supported employees at various sites. This will enable Endeavour Foundation to better understand the direction of processes, training and culture required to incorporate the new standards. Training on the new standards will be provided for employees at all supported employment sites during November and December 2014.

Wage Assessment Tools

Industrial arrangements in Australian Disability Enterprises (ADES) have allowed the use of a number of wage assessment tools for employees with a disability under the *Supported Employment Services Modern Award (2010)*.



My View

Malcolm Craig works at Endeavour Foundation's recycling plant in Victoria where he sorts recycling products and helps with the daily clean up.

When not at work, he is kept busy with many community group memberships and volunteer work. Both are a way of life for Malcolm and his family. In April 2014 Malcolm received a Certificate of Commendation from the Rotary Southern Districts' 'Shine On' Awards as acknowledgement for his assistance at their many events.

Malcolm helps at the Rotary Club of Appin Park in Wangaratta, Friends of Typo Station, APEX and the Wangaratta Jazz Festival Friends. Each Sunday he assists on the morning truck run and maintenance with the Country Fire Authority (CFA) and attends meetings and working bees to help out. "We have recently had a new CFA shed built at the end of our road, it has become his second home," his father said.

Malcolm is also a self-taught technical whizz. He can fix his motorbike, whipper snipper and chainsaw with ease and also has a knack for electronic gadgets using computers and the latest smart phone.

Malcolm Craig, Endeavour Foundation Wangaratta

About half of the supported employees in ADES – including Endeavour Foundation supported employees – have had their wages assessed using the government-developed and owned Business Services Wage Assessment Tool (BSWAT). In December 2012 the Federal Court ruled in the case of *Nojin v Commonwealth of Australia* that use of BSWAT had contravened the *Disability Discrimination Act 1992* (Cth). The Commonwealth Department of Social Services applied to the Australian Human Rights Commission for a three year exemption allowing time for ADES to transition to a new wage assessment process. In April 2014 the Commission ruled that only a 12 month exemption would be granted. As a result, the Business Employment Unit conducted an extensive review of Wage Assessment Tools across Australia so that Endeavour Foundation had all necessary information in readiness for changes to Australian Disability Enterprise wages. After assessing 31 wage assessment systems the Greenacre Competency-Based Wage Tool was seen as a fair and equitable replacement for the Business Services Wage Assessment Tool (known as BSWAT). Greenacre trainers were engaged to provide training for 50 Training and Development staff to assist with implementing the new wage assessment process during 2014-2015.

Complaints and Incident Management Unit

The Complaints and Incident Management Unit is dedicated to responding to concerns which affect people who access Endeavour Foundation services. These may be raised by people with a disability, their family/carer or guardian, or stakeholders in the community.

The unit is focused on ensuring the use of best-practice complaints and incident management processes to deliver positive outcomes for all stakeholders. Staff members assess, investigate and seek to resolve all complaints and concerns, and ensure compliance with legal and ethical obligations within the unit's operations. It works closely with the Community and Advocacy Support Unit to ensure a strong balance of organisational and stakeholder interests.

Data and analysis from the unit is utilised by the Board appointed Client Services Committee to inform of any trends and issues at service delivery level. This data is also made available to Endeavour Foundation's expert external advisory committees which also offer feedback and advice on service and organisational improvements.

During 2013-2014, the unit continued its efforts to inform and educate people with a disability, family members, advocates and all stakeholders of their right to complain. It recognises that complaint resolution is an opportunity to develop and restore relationships where trust may have broken down. There were a total of 72 complaints during the year.

The unit continues to provide advice and support to staff regarding best practice management of complaints, critical incidents and abuse allegations, utilising the individual expertise and experience of its own team. In the coming year the unit will collaborate with the Community and Advocacy and Support Unit to develop an abuse framework to inform organisational policy and service improvement.

At Home With Choices evaluation

The self-funded At Home with Choices construction program has replaced some large residential homes for people with a disability with smaller houses for a maximum of four tenants. The dwellings are in line with contemporary community living, and enable people to have greater opportunity for choice and independence.

An evaluation has been conducted for each new At Home with Choices program since 2012, measuring the quality of life outcomes for people who have moved into a smaller house. To date, evaluations for Tinana (Maryborough) and Durack (Brisbane) have been completed while others are ongoing.

A Quality Of Life framework with eight domains was selected to evaluate support outcomes. The evaluation methodology involved assessing stakeholder understandings of quality of life before people moved and again six months after they moved, and comparing the two datasets.

The completed evaluations showed that people who moved to smaller dwellings experienced an improved quality of life in three of the eight domains:

- **Personal development** – more opportunities to participate in household tasks and to develop independent living skills;
- **Social inclusion** – some people experienced more opportunities to participate in activities within the community, such as grocery shopping. For others, social inclusion remained the same or was reduced due to the change in location. Some people had few friendships in the wider community and minimal interactions with people without a disability;
- **Interpersonal relations** – less interpersonal conflict with other housemates.

No improvements were identified for the remaining domains. The self-determination Quality Of Life domain presented a particular challenge, with some people expressing a desire for greater choice about where and with whom they lived.

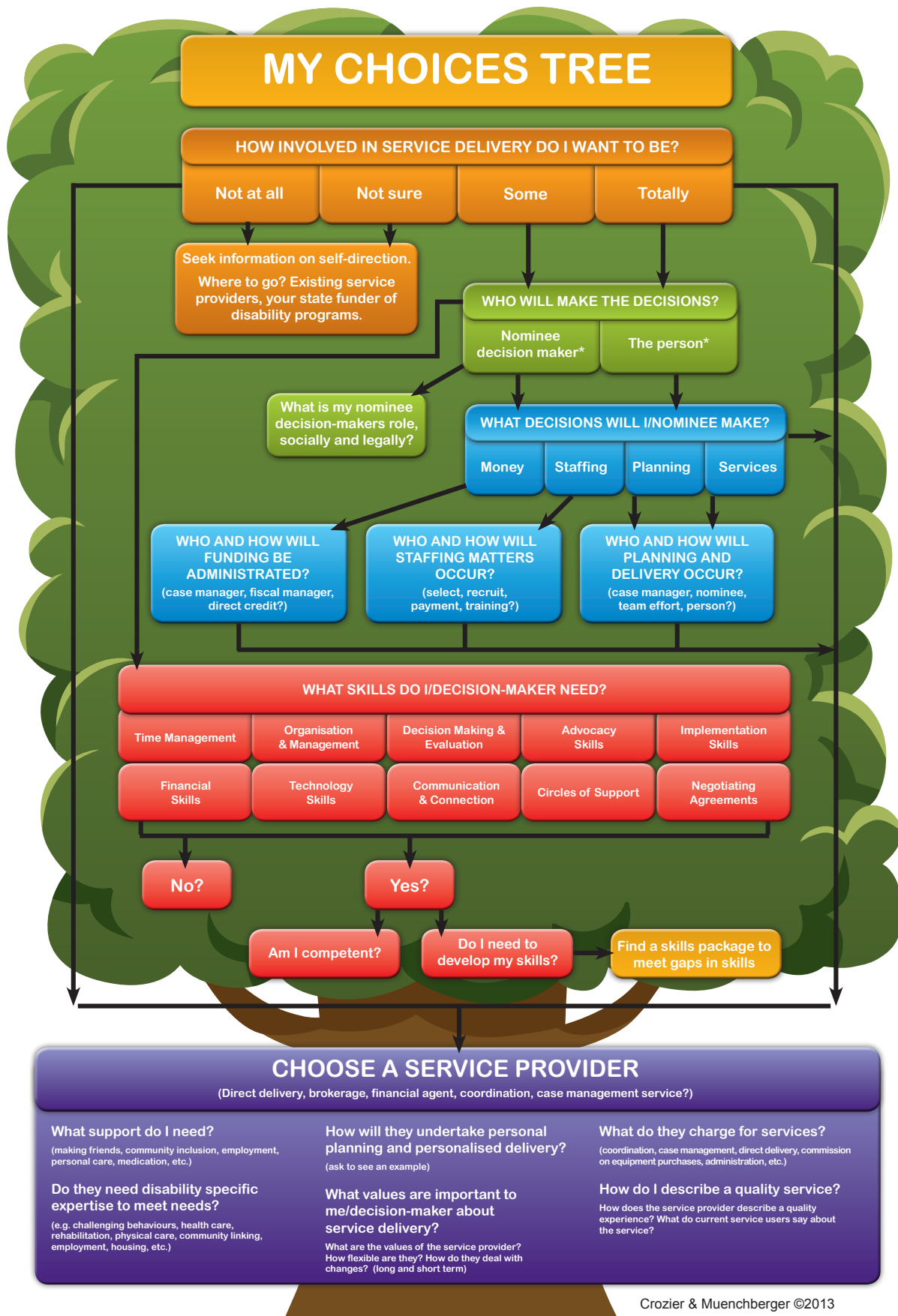
Research

Endeavour Foundation continues to support research and develop partnerships to advance progress within the disability sector. During 2013-2014, the organisation supported 11 projects conducted by research teams and higher-degree students.

In one key study, supported accommodation services in the Moreton – Sunshine Coast Disability Services area have been working with La Trobe University since 2012 on a project called: "Living the good life: Embedding active support and practice leadership". Person-centred active support is an evidence-based model of staff support that has been proven to improve quality of life outcomes for people with intellectual disability. Led by Professor Christine Bigby (School of Allied Health, La Trobe University), this is a study of the organisational factors impacting on successful implementation of a person-centred active support model. Endeavour Foundation is one of nine industry partners involved in this Australian Research Council Linkage-funded project across Victoria, New South Wales and Queensland.

Annual data collection aims to monitor the progress of both the implementation and quality of active support provided by staff. In Year One, the quality of active support provided by Endeavour Foundation staff was scored at 66.32 percent, which is just above the best practice benchmark for good quality active support (66 percent) and well above the average score for all organisations participating in the research (49.7 percent). However, levels of engagement among the people supported by Endeavour Foundation were found to be low. The clear message is that the person-centred active support we provide is good quality – we just need to do it more often.

Another prominent study is: "Constructing Futures: An investigation of the career aspirations of young adults with an intellectual disability and their parents". This three-year Australian Research Council Linkage-funded project, led by



My Choices Tree: a decision-making tool for people with a disability and families – developed as a result of a Griffith University research collaboration

Innovation in Client Services Continued

Associate Professor Monica Cuskelly (School of Education, The University of Queensland) aims to better understand the aspirations for adult life held by young adults with an intellectual disability and their parents. For two years, Endeavour Foundation has assisted the team to promote the research, develop and disseminate surveys, and plan for manager interviews and an audit of current support options. This research will inform future service provision for young adults with a disability.

The research project entitled "Engagement with people with intellectual disabilities and their carers: Self-directed support coordination and competency development" has been completed. Associate Professor Heidi Muenchberger (Griffith Health Institute, Griffith University) led the research team which interviewed people with a disability and their families about their understandings of self-direction and the skills they might require to play a greater role in managing their support. The research has produced:

- the My Choices Tree, a decision-making tool for people with a disability and families
- an organisational/strategic policy planning tool
- two journal articles on self-direction
- a report: "Self-directed Support: A state, national and international understanding".

For more information and to download the tools, visit www.endowmentchallengefund.com.au/past-winners.

Endeavour Foundation Endowment Challenge Fund 2014

The Endowment Challenge Fund was established in 2010 as a separate charitable trust under independent governance. The trust administers a capital preserved fund used to benefit Australians with a disability by encouraging quality and innovation in the disability services sector. It does this by providing grants to researchers and postgraduate students undertaking research into significant issues for people with a disability, particularly issues where there is little or no research. Grants are also made to support social inclusion for people with a disability, including grants to non-profit organisations which enhance community participation.

The 2014 Endowment Challenge Fund Grants Round was open from 31 March until 9 May 2014. A total of 68 applications were received and the following awards were made:

Research Award \$40,000

Project Title: "How I'm feeling": Pilot study of a web-based self-report measure for depression and anxiety in adolescents with intellectual disability

Lead researcher: Associate Professor Kylie Gray (Monash University)

Co-investigators: Dr Glenn Melvin (Monash University) Emeritus Professor Bruce Tonge (Monash University)

This study will pilot a newly-developed self-report measure designed to assist with identifying symptoms of depression

and anxiety in adolescents with mild-moderate intellectual disability. The measure uses a secure web-based format and is delivered via a tablet computer. The measure will improve the capacity of clinicians to detect anxiety and depression in this under-served population.

Student Award \$5,000

Project Title: Disability employment practices in the Australian retail sector

Applicant: Katherine Moore (PhD candidate, Queensland University of Technology)

Supervisors: Professor Paula McDonald (Queensland University of Technology) Associate Professor Jennifer Bartlett (Queensland University of Technology)

Low workforce participation among people with a disability in Australia is a major concern. This research examines how organisations embed disability employment practices and policies within their structures and operations. The findings will assist in understanding practices which contribute to successful disability employment within organisational settings.

Non-profit Organisation Award \$20,000

Project Title: ConnectABLE

Applicant: Mid North Coast Community Care Options Inc. Coffs Harbour, New South Wales

One of the biggest barriers to community participation for people with a disability is the attitude and understanding of others. Many social, sporting and recreational groups want to include people with a disability but are uncertain how to do so. This project will build community capacity for social inclusion through education workshops, and the production of a documentary film about how to promote meaningful community participation.

Additional Non-profit Organisation Awards

Project Title: The Able Bake House

Applicant: Melba Support Services Mt Evelyn, Victoria

Award: \$4,000

The Able Bake House is an innovative social enterprise with paid employment opportunities for people with a disability to participate in baking, packaging, marketing, sales and delivery. The funding enables the purchase of new kitchen equipment and the development of marketing materials to increase the sustainability of the Able Bake House.

Project Title: Equipment for players with a disability

Applicant: Caboolture Disability Indoor Cricket Inc Caboolture, Queensland

Award: \$800

Caboolture Disability Indoor Cricket enables people with a disability to be part of a sporting organisation, participate in local games, and to be coached to state representative level. Funding enables the purchase of new cricket bats and protective equipment.

Amanda Kozik

Amanda Kozik's success in the swimming pool is all the more remarkable because it ranges from short distance events to the 1500 metres, the longest race in the pool.

Swimming since she was eight years old, Amanda has stood on the podium at the Special Olympics and the Down Syndrome World Swimming Championships.

"I really enjoy swimming and I'm very proud to swim for my country," said Amanda.

Her most recent wins came in Italy where Amanda won bronze medals in the 100 breaststroke and 1500 metre freestyle. "I became better at the longer distances as I got older," she said.

Her breaststroke time set a Masters world record for a person with a disability.

Amanda also contributed to the Australian 100 and 200 metre freestyle relay teams that won gold.

When not clocking up impressive times in the pool, Amanda clocks on at Endeavour Foundation's Kew Business Service where she is involved in packaging powders and cereals. "I really enjoy my work."

Her leisure time includes drawing. "I love to draw butterflies and flowers especially," she said.

"I also like to get in the kitchen to cook curries with my dad. Chicken is my speciality," said Amanda.



National Strategy

The national disability sector landscape is shifting, and Endeavour Foundation must continue to change to meet the challenges and respond to the opportunities.

We are committed to becoming a full service provider in the community, supporting and advocating for vulnerable people, and ensuring that people with a disability have the same choice, independence, and control over their life as the rest of society.

At the same time, Endeavour Foundation must be a sustainable and influential organisation on a national level.

This is possible as an individual organisation to an extent, because we have a rich history and a depth of experience on which we can draw.

However, some markets require a different approach and, to achieve some of our targets, Endeavour Foundation must grow, launch new services, and work with other like-minded organisations to improve our knowledge and capacity.

Our organisation must be increasingly flexible and customer-driven to meet market forces.

New business models making use of new technologies, new strategies for stakeholder engagement, and new structures and processes, must be embraced.

This is happening already within many part of the organisation, including significant internal changes in Disability and Community Services.

National Council

During 2013-2014, Endeavour Foundation established a National Council which ensures that stakeholders in an organisation which amalgamates with Endeavour Foundation have a voice if they form a local Area Committee which has Board approval.

The National Council has a charter with a national focus. It is critical that Endeavour Foundation offers ongoing influence in governance and direction to organisations with whom we merge.

The National Council provides an appropriate structure for this to happen, and is a vehicle for stakeholders involvement in our shared values and vision.

Response to the National Disability Insurance Scheme market

The Projects Office has overall responsibility for coordinating the implementation of the Endeavour Foundation Vision and Strategy 2014-2018. This includes coordinating a response to the National Disability Insurance Scheme (NDIS) by:

- developing a strategy for implementation of our Vision and Organisational Strategy,
- identifying major projects and coordinating their implementation,
- monitoring developments in the sector with a particular emphasis on NDIS trial sites,
- developing strategic partnerships with other like-minded organisations such as universities and other service providers, and
- participating in the Queensland Government's Provider Readiness Working Group.

Endeavour Foundation is an experienced disability service provider. However, our organisation must now position itself as a provider of services which are regarded as non-traditional. We must broaden our horizons and engage in activities which will expand the kinds of services we offer and the locations we offer them in.

We recognise that by amalgamating with the right organisations, Endeavour Foundation can have the opportunity to provide support in new locations and in new service areas, for the first time.

Partnerships for the future

Prior to the proposal of the National Disability Insurance Scheme, Endeavour Foundation - like other disability service providers - was not seeking out opportunities to merge with other community service organisations.

However the organisation responded to a request for assistance from Australian Disability Enterprise operator Cumberland Industries in 2009. With Cumberland in significant financial distress, Endeavour Foundation stepped in to save the jobs of almost 500 people with a disability employed by the organisation in western Sydney. Endeavour Foundation reviewed all aspects of the organisation in order to ensure it is a financially viable operation, with positive employment and skills development outcomes for people with a disability.

Following legislation for the introduction of a National Disability Insurance Scheme, it became clear that within a national disability support system there would be opportunities to develop a national footprint and an expanded range of services for people with a disability.



In the latter six months of 2013, Endeavour Foundation merged with VATMI Group, with both organisations recognising the benefits and strength that would flow from a shared future under the National Disability Insurance Scheme.

We have worked to make our Victorian operations as commercially successful as possible while introducing Endeavour Foundation's framework for supported employment, including training and development and opportunities for career progression for supported employees.

Significantly, this also provides a solid basis for further disability service provision in Victoria.

In late 2013 Endeavour Foundation accepted a Queensland Government contract for the provision of disability services in Hervey Bay on Queensland's Fraser Coast. This process was carried out with a focus on continuity of support services for people with a disability.

Endeavour Foundation announced amalgamation discussions with Community Solutions Group in August 2013.

Community Solutions is a Queensland-based, not-for-profit organisation that provides a unique and effective approach to not only dealing with disadvantage, but also creating opportunities for individuals, families and communities in regional Australia.

Established on the Sunshine Coast in 1998, Community Solutions now operates from 20 dedicated service sites throughout regional Queensland. Community Solutions' diverse range of services includes:

- a variety of employment solutions, including assistance for people with barriers to obtaining employment,
- apprenticeships and traineeships
- holistic family support programs
- services for disengaged young people
- support for people experiencing mental illness
- drug prevention programs, and
- public safety programs.

Other entities

Community Solutions' diverse range of community services was created, in part, through mergers with other like-minded organisations. These have included:

Community Employment Options Inc – a provider of disability employment services in the Central Queensland and Wide Bay regions (2009).

Pioneer Employment Service Inc, a Disability Employment Service provider in the Mackay region (2011).

Community Solutions Group also held contracts for waste recovery and management services in the Livingstone Shire Council region, under the name of Coastal Recovery. Endeavour Foundation took over the operation of these services in August 2014, in addition to our pre-existing waste transfer management and recycling activities.

Compass Whitsundays Inc, a home and aged care, respite and disability service provider in Cannonvale and Airlie Beach (2013).

Capricornia Respite Care Association (CRCA), a provider of tailored disability support services and carer supports in the Rockhampton region (2013).

Both Compass Whitsundays and CRCA joined Endeavour Foundation in August 2014, as a precursor to Endeavour Foundation and Community Solutions' amalgamation.

Most recently, Community Solutions Group has welcomed group training organisation **Acclaim Apprentices and Trainees**, and Toowoomba-based disability employment service provider, **Personnel West**. Acclaim supports apprentices and trainees into work with host employers throughout the Sunshine Coast, Gympie and North Brisbane regions. Toowoomba-based Personnel West delivers employment services for people with a disability and people facing barriers to employment.

Established on the Sunshine Coast in 1998, Community Solutions now operates from 20 dedicated service sites throughout regional Queensland.

Not all of the discussions we have entered into have resulted in an agreement to amalgamate, and not all of our discussions have been with community service or not-for-profit organisations.

In 2014 Endeavour Foundation acquired Down Under Safety, a well-known supplier of personal protective equipment to the mining and industrial sector. Down Under Safety offers recognised, quality brands and has a number of distribution centres in key regions interstate.

This acquisition adds to our ability to supply and deliver on commercial contracts and offers greater market penetration for Endeavour Foundation's e-safe personal protective equipment brand.



A framework for partnership

While this has pushed the boundaries of Endeavour Foundation's identity as a disability services provider, support for people with a disability – and particularly for people with an intellectual disability – remains at the core of our organisation and our future.

We continued to work with other service providers, community groups, and families in order to offer a comprehensive set of services for clients.

This has taken place because Endeavour Foundation must be in a position to attract people who wish to access services from our organisation (or put another way, we must be able to earn the support of our customers) in the NDIS market. However, our organisation's ethos must not change.

At the heart of everything must be person-centred practice, with individualised support for every client. There must be an array of supplementary services including transport, assisted holidays, sport and recreation, training and education, and volunteering opportunities.

Endeavour Foundation must become a 'one-stop-shop' for the people we aspire to support, and the stakeholders with whom we want to engage.

By the same token, there are many community service organisations which will move into the disability sector, because that is the nature of the market environment.

The NDIS is a national scheme, which means there are no interstate barriers. For that reason, Endeavour Foundation will also face increasing competition in its traditional 'home' state of Queensland.


The NDIS provides Endeavour Foundation with an opportunity to expand, and deliver quality services for people with a disability and other vulnerable people in our communities.

Endeavour Foundation has a positive brand, a vision, and a framework of governance on which to build. We engage in and support other activities such as research projects that make a practical and positive difference. Our organisation is in a good position to move forward.

However, we must also be able to inform the market, stakeholders, and our potential customers of who we are as an organisation, what we do, and how we do it.

Endeavour Foundation has a sound strategy to face the future and we continue working hard to implement it in the years ahead.

Katie Steffens



Katie Steffens adores her job and is described as a hard worker. She considers working at Endeavour Foundation to be the personal achievement she is most proud of. “I have a great time (at work),” she says. “I enjoy chatting to my friends and everything I do.”

Katie has worked at the Gladstone business service for over eight years. In that time, she has mastered cutting rags, sorting documents for destruction and painting wooden pegs. She says her future goals for work include “learning to use the electrical strapper and engraving tools.”

In addition to the many skills gained through employment, the friendly employee has met new people and made friendships for life. When she isn’t at work, Katie likes to relax with artistic endeavours and watching movies.

Katie has also been a keen advocate for the National Disability Insurance Scheme (NDIS). “I’ve done advocacy work for the NDIS alongside my sister Julia from Masterchef, and I love it.”

Leadership, Advocacy and Membership

As one of Australia's largest disability service providers, Endeavour Foundation has leadership responsibilities in the disability sector. We also have a proud record of advocacy which dates back to our formation in 1951. We will continue to champion the rights of people with a disability until they have an independent voice in the community, have the same control and choice over their life as others, and are included in the everyday life of society.

Community and Advocacy Support Unit

The Community and Advocacy Support Unit is an initiative of the Endeavour Foundation Board of Directors to ensure that the rights of people with a disability who access supports and services, and also people in the broader community, are upheld. It works to promote and protect the human rights of people with a disability in order to maintain their dignity and respect within the community.

Staff members of the Community and Advocacy Support Unit provide secretariat support to the External Abuse Prevention and Response Advisory Committee, and the External Complaints Advisory Committee. These Board-appointed Committees meet to provide high level advice to Endeavour Foundation about how to respond to incidents and complaints. This ensures that policy, process and outcomes are managed effectively for all complaints and allegations or incidences of abuse, neglect or exploitation. Responses must be appropriate, timely and in line with best practice.

In response to advice from the External Abuse Prevention and Response Advisory Committee, the Community and Advocacy Support Unit has been working on an organisational framework. This is so that people live lives free from abuse, neglect and exploitation, and so that – should an incident occur – it is handled in the most appropriate and timely manner ensuring people are supported.

The Community and Advocacy Support Unit also engages with clients and their families to safeguard the quality of the services and supports. Through systemic advocacy, the Community and Advocacy Support Unit collects and analyses evidence about how things are done and how they should be done. This ensures that Endeavour Foundation offers the appropriate services and supports which meet the needs of people with a disability and their families.

Staff of the Community and Advocacy Support Unit will always be available to attend meetings to advise on the human rights of people with a disability. This is particularly pertinent when the Complaints and Incident Management Unit receives a report which may indicate concerns about human rights infringements. Community and Advocacy Support Unit staff will also attend decision-making meetings to ensure that the rights of people with a disability and their family are upheld.

Health advocacy

People with a mild intellectual disability die on average seven years earlier than the general population, from preventable disease. People with a profound disability die on average twenty years earlier. The Community and Advocacy Support Unit continues to work on strategies to redress this as follows.

Student Doctors as Health Advocates

Second-year medical students are paired with a person supported by Endeavour Foundation in order to undertake a comprehensive health assessment with their GP. The aim of this initiative, which started in 2009, is to introduce medical students to people with disability so that during their career they will be better placed to understand how to meet the health needs of patients with a disability. During 2013-2014, 26 students took this option.

Comprehensive Health Assessment Program

The Comprehensive Health Assessment Program (CHAP) was developed by Professor Nick Lennox of the Queensland Centre for Intellectual and Developmental Disability as a tool for people with intellectual disability to get good health outcomes. CHAP is a step-by-step health assessment that prompts doctors to ask questions and informs them about possible health issues which might be outside their daily practice. CHAP has been used to promote health, ensuring that all people accessing accommodation support have had the opportunity to choose an annual health assessment. The Community and Advocacy Support Unit is working with other departments so that people working in Endeavour Foundation employment services or utilising support from other areas have access to this program.

26 medical students
took part in the health
advocate initiative



Peer facilitators: Nola McCallion and Kane Wojcicki

Preparing for the National Disability Insurance Scheme

The Community and Advocacy Support Unit has a number of strategies to support NDIS-readiness within Endeavour Foundation.

NDIS & You

Following the development of the peer guide to the NDIS called 'NDIS & You', the Community and Advocacy Support Unit and the Queensland Disability Network have fostered a collaborative relationship. This is to share information, resources, and also a vision so that people with a disability can be NDIS-ready. This partnership has developed because both organisations are committed to offering peer-supported facilitation and training for people to prepare for this transition.

Peer facilitators who have been working within this collaboration are Alex Baker, Kane Wojcicki, Daniel Rivers, Nola McCallion and Samantha Matheson. They have delivered workshops in the Brisbane, Gold Coast and Ipswich regions.

More information about 'NDIS & You' is available at www.endeavour.com.au/Our-Endeavour-Foundation/Advocacy-NDIS

Discover

The Community and Advocacy Support Unit continues to roll out 'Discover: A resource for people planning for the future' which provides information about navigating the NDIS. This resource combines complex information alongside easy-read sections so people with impaired decision-making skills are supported through all stages of planning. 'Discover' also provides information about planning for the whole of life, including wills and trusts, as well as providing contacts to source additional information.



Expert Panel at the Criminal Justice & Intellectual Disability Symposium (l-r): Dr Patrick Keyzer, La Trobe University; Dr Leanne Dowse, The University of New South Wales; Jodie Cook, Public Advocate, Queensland; Kevin Cox, Queensland Anti-Discrimination Commissioner

Criminal Justice System Advocacy

People with a disability, particularly those with an intellectual disability, are over-represented in the criminal justice system as victims and offenders.

The Community and Advocacy Support Unit, in conjunction with the Office of the Public Advocate Queensland, the Queensland Anti-Discrimination Commission, Bond University, Griffith University, the Queensland University of Technology and La Trobe University, held a two-day symposium on intellectual disability and the criminal justice system. Academics and human rights professionals presented research highlighting the need for changes to the Queensland Criminal Code in order to more fully support people with an intellectual disability who come into contact with the law.

Videos of the presentations are available at <http://symposium.endeavour.com.au>

Regional Forums

The Community and Advocacy Support Unit made a recommendation to the Board that they hold regular events in order to listen to the hopes, aspirations and concerns of people who access services, and their families. This was in response to feedback from families in 2012, particularly those in regional areas, that they did not have an opportunity to engage with the Endeavour Foundation Board of Directors and the Chief Executive Officer. Regional Forums became a reality and in 2013-2014 they have been held in Sydney, on the Sunshine Coast, and in Townsville.



'Conversations that Matter' are an important part of Regional Forums. A parent discusses issues with Endeavour Foundation Chairman Grant Murdoch, and Deb Johnson of the Community and Advocacy Support Unit

Leadership, Advocacy and Membership Continued

Regional Forums are a conduit for information sharing and education to and from the Board, particularly around issues relevant to the region in which it is being held. The Community and Advocacy Support Unit works with families to identify issues and inform organisational priorities. 'Conversations that Matter' are an opportunity for one-on-one engagement by individuals to inform the CEO and Board Members of issues of particular personal importance. The benefit of Regional Forums is that the Board and CEO hear directly from people who have an opportunity to ask questions of, and inform, decision-makers directly.



Delegates: (l-r) Dez Nettleton, Rowan Boyd, Michael Sexton, Ben Ketley and Danielle Stark participated in the National Client Council in May 2014

National Client Council

The National Client Council brings together people who access Endeavour Foundation services and support from each region. In 2013-2014, National Client Council was held in Brisbane with people who access Disability and Community Services and employees at Endeavour Foundation commercial enterprises.

Individuals meet to further their skills in advocating, and to develop ways to respond to their aspirations. Delegates also have the opportunity to address their issues directly with the CEO and Board Members.

This year, Robert Strike and Yvette Proud from the New South Wales Council on Intellectual Disability ran a workshop 'Speaking Up & Speaking Out'. This explored the issues of concern for individuals, and how people can have a voice in order to address them.

Family Satisfaction Survey

The 2013 Family Satisfaction Survey received response from 511 families of people who access Endeavour Foundation services. The Community and Advocacy Support Unit works with the School of Business at Queensland University of Technology (QUT) to conduct the annual survey. This survey has taken place for seven years, and is used organisationally to inform quality improvement and analyse region-by-region information to assess the issues.

My View

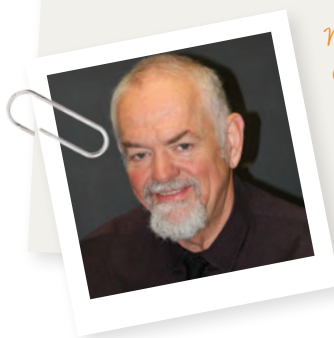
I'm committed to social justice, human rights and advocating for, and with, people with disability and their families.

Margaret Wheatley wrote that: "this is how the world always changes ... everyday people not waiting for someone else to fix things or come to their rescue, but simply stepping forward and working together to make things better." I love that I can help create opportunities for people with disability and their families to have a voice, even if sometimes they are unable to speak for themselves.

In looking at system issues which get in the way of people having a great life, I am fortunate that I can draw on my experience of 36 years in direct care, family support, service development, management, advocacy, governance, consultancy, project management and organisational development.

CAS staff share a vision of people having the best life possible. We work hard to ensure people lead lives free from abuse, neglect or exploitation and enjoy as many positive experiences as possible.

Advocating for change can be challenging. I value the opportunity to talk directly to the CEO, Board and executive to promote and protect people's human rights and help them to achieve their hopes, dreams and aspirations.



Mark Reimers,
Community and Advocacy
Support Unit Manager

Survey responses are sent to QUT for confidential treatment and analysis. This ensures that Endeavour Foundation does not have access to any information about respondents, and their identity remains anonymous.

It was encouraging to note that overall Endeavour Foundation received exceptional satisfaction ratings across all services. The scoring was higher than any previous survey. Where there are specific survey findings which must be addressed, members of the Executive Management team are responding with actions for change.

The full survey report is at www.endeavour.com.au/Our-Endeavour-Foundation/Publications.



Speaking out: Paul Currie & Diana Mackay are Advocacy Champions in Toowoomba

Advocacy Champions

The Advocacy Champions have continued to work tirelessly as volunteers in the community on behalf of people with a disability and their families during 2013-2014.

They have been meeting every six weeks via teleconference, and twice in person, to develop ongoing strategies for engagement with politicians and the community.

The concept of an Advocacy Champion was developed in recognition of the role of many parents, family members and friends as effective advocates in the lives of their family member with a disability.

Their role is to continue to build on this knowledge through the support of Endeavour Foundation, and to use that knowledge to mentor and develop potential Advocacy Champions in their local region.

The aim of these valued members of the public is to give people with disability a voice in their local community.

Their vision is for people with disability to be included in the local community, and for them to be recognised and valued as having the same rights and opportunities in life as all Australians.

Advocacy Champions achieve political, social and community changes through systemic advocacy. Guidance is also provided through an Advocacy Manual and Workbook.

When sharing stories about people with a disability with others, Advocacy Champions present people with a disability in a positive light while respecting their individual rights and privacy.

Commitment to listen

Endeavour Foundation welcomes feedback and is committed to ensuring people with a disability live lives free from abuse, neglect and exploitation.

If anyone has concerns about any person receiving services and supports, or has a complaint about any aspect of service provided, please contact the Complaints and Incident Management Unit on 1300 730 334 or at complaints@endeavour.com.au

Roundtable on Intellectual Disability

A roundtable forum asking “What can Queensland learn from the trial sites to make sure people with an intellectual disability benefit from the NDIS?” was held on 4 June 2014.

It was jointly organised and hosted by Endeavour Foundation, Community Living Association and WWILD (Women Working alongside People with Intellectual and Learning Disabilities).

More than 100 people participated, including people with a disability, families, academics, government representatives, service providers, and advocates.

Speakers included:

- **Professor Lesley Chenoweth** – Griffith University
- **Pam Steele-Wareham** – NDIA, Service Delivery Director, Tasmania trial site
- **Alan Button and Ken Clift** – advocates from the Hunter Valley trial site
- **Semah Mokak-Wischki** – parent and advocate for Aboriginal and Torres Strait Islander people with a disability
- **Paige Armstrong, Michelle Moss and Donna Best** – Queenslanders with a Disability Network
- **Alex Baker, Samantha Matheson, Dan Rivers, and Kane Wojcicki** – Endeavour Foundation supported employees and members of the Plan Ahead for the NDIS group.

Leadership, Advocacy and Membership

Continued

Endeavour Foundation has
1278 members

Membership

Endeavour Foundation has evolved throughout its 63-year history and offers much more than service provision, such as advocacy, employment, education, training, fundraising, accommodation, and lifestyle options.

Its members have been central to this, and continue to be so.

Membership of Endeavour Foundation provides a voice in the community for people who can share in the decision-making about how Endeavour Foundation operates today and into the future.

It is an opportunity to provide opinions and feedback, consistency in our leadership in the disability sector, and innovation that meets future needs of people with a disability.

Members have voting rights, can attend the Annual General Meeting (AGM), are eligible to sit on an Area Committee and may stand for election to the Board of Directors.

They receive One Endeavour quarterly magazine, and can enjoy the benefits of a discount card for Endeavour Foundation Recycled Clothing stores.

At the last AGM, two new levels of membership were added (for Affiliate Adult and Affiliate Youth members).

While there are no costs for either membership, the entitlements are reduced.

Our Membership proposition continues to be under consideration for further enhancements.

Members contribute to the future of people with a disability in a constructive way.

To renew membership or become a member, email membership@endeavour.com.au, call 1800 63 40 40, write to PO Box 3554, Tingalpa, Queensland 4173 or visit our website at www.endeavour.com.au.

My View

I am employed as a Stock Merchandiser. I replenish the Personal Protective Equipment in vending machines and restock stores and supplies at different mine sites.

I go out to the different mine sites every day around the Mackay region.

The furthest I drive is to North Goongella, which is about two-and-a-half hours' drive one way from Mackay.

The closest site I go to is Coppabella which is about one-and-a-half hours' away.

The people I see are friendly towards me, and I like talking to them about their day and anything that has been happening.

It is pretty serious work on a mine site as they have very strict workplace health and safety rules and regulations, and you really need to concentrate on your work and what is happening around you.

I like meeting other people, and also helping my colleagues with packaging work at Endeavour Foundation in Mackay.

I like to relax by going shopping, reading the newspaper, and listening to the radio.

On holidays I like to go camping and fishing with my family and friends.



Wayne Andrews,
Endeavour Foundation
Mackay



Jamie Clark experienced the thrill of the 2013 Great Endeavour Rally in New South Wales. The 3,250 km route took in the vast northwest of New South Wales and the channel country of central Australia.

"It was absolutely excellent. I really enjoyed everything about it," he said.

As part of the seven day adventure, Jamie spent time in the rally vehicle of Brad and Stacey Allan.

"I had great fun with them, especially the navigating. I didn't get us lost at all."

"I met heaps of other nice people on the rally too. We slept in tents at night and had lots of barbecues. I would love to go again."

Jamie has worked at Endeavour Foundation Mt Druitt in Sydney for many years.

"I have done lots of different things, like looking after the stationery stocks and loading and unloading on the dock."

"In the future, I'm looking forward to working in the packaging room, where I'll be with many of my friends," said Jamie.

Jamie Clark

Fundraising, Corporate Supporters and Community Events

Endeavour Foundation is grateful to be supported by tens of thousands of people who want to make a difference.

Supporters within the general public purchase tickets in lotteries, shop regularly at Endeavour Foundation Recycled Clothing stores, attend bingo games and take part in events. Corporate partners donate time and funds, they support events, and their staff volunteer at our services. Individuals and families make bequests, and community groups organise functions to raise funds and awareness of disability issues.

They all share a common purpose and support the organisation in many ways, so that people with a disability have the opportunity to live with choice and independence in the community.

Fundraising activities

Recycled Clothing stores

Our recycled clothing stores offer a range of good quality clothes, shoes, handbags, jewellery, books, bric-a-brac, and many other items which are pre-loved, unwanted, or have been donated by fashion stores. We also purchase premium branded products to supplement donated items, ensuring our customers enjoy a wide selection.

At 30 June 2014, Endeavour Foundation operated 38 recycled clothing retail stores throughout Queensland and in Sydney, and an online eBay store. The stores raise funds to support people with a disability, but also increase the knowledge and awareness of Endeavour Foundation in the wider community. The stores are a source of information about the people at the heart of what we do, and the type of supports offered by Endeavour Foundation.

Many of the items which are available for sale at the retail stores have been recycled by the teams at our employment services. Approximately 50 people with a disability are employed to process the donations in order to fill the shelves.

Difficult retail conditions and changes to shopper behaviour led to the closure of the Morayfield store, to the north of Brisbane, following poor store performance. In response to recent hard times in the retail sector, the year ahead will be one of consolidation, with a focus on improving profitability within the store network.

The Ashmore store on the Gold Coast closed temporarily and reopened in June with spectacular sales outcomes.

This was due to the loyal patronage of a large VIP Club of supportive members, and a fabulous team of staff and volunteers.

We value our customers highly, and continue to focus on offering enticing benefits for VIP Club members such as VIP evenings at their local store and first options on new stock. This has resulted in an increase in VIP Club membership of 48 percent for the period December 2013 to June 2014.

Our ongoing commitment to building positive business relationships has culminated in the opportunity to stock products from renowned fashion label Zara. This attracted new customers to our stores, who are fashion conscious on a budget. We will continue to purchase selected premium stock to supplement donated items.

The mainstays of our stores are the amazing volunteers who donate so much time. Our volunteer numbers increased by 16 percent to a total of 789 in 2013-2014. Volunteers Silvia Arnold from the Penrith store in Sydney, and Judith Murray from the Tewantin store on the Sunshine Coast were two of four volunteers recognised for their commitment in Endeavour Foundation's Volunteer of the Year awards. However, our gratitude goes to all of the kind-hearted people who give so much.

There was another accolade for the Penrith store thanks to manager Joan Frare. She received the Rotary Pride of Workmanship award which recognised her dedication and passion for Endeavour Foundation.

Lotteries

Lotteries have been at the heart of our major fundraising operations for five decades, and they continue to raise millions of dollars to support people with a disability.

In recent years, all funds raised have been used exclusively for building houses in the community through our At Home With Choices program, and this continued during 2013-2014. These are modern and accessible houses for a maximum of four residents. It means that people have greater choice about where and with whom they live in a secure environment, and more opportunities for independent living skills development.

During 2013-2014, we offered ten successful lotteries. These included seven house lotteries, plus three Golden Rewards Lotteries which had \$500,000 of gold bullion as the top prize. As ever, these amazing prizes changed the lives of the winners, especially the fabulous Life-Changer Lottery which had a first prize pool valued at \$2.1 million, including a house in Noosa on the Sunshine Coast, which was won by a young student.

Fundraising, Corporate Supporters and Community Events **Continued**

The Life-Changer Lottery first prize house plus stylish car, and \$500,000 of gold bullion were featured on national television's A Current Affair program once the lottery was open, which boosted ticket sales enormously.

The 63rd Anniversary Lottery offered a stunning Queenslander-inspired house in the Sunshine Coast hinterland with a first prize value of more than \$1.025 million. The lottery helped to honour Endeavour Foundation's rich history of supporting people with a disability, which began with a group of mothers teaching their children on the verandah of a Queenslander house.

The popularity of our lotteries is increasing, not just in Queensland but also with ticket purchasers in New South Wales and Victoria, and we have successfully launched a mobile site tailored for lotteries. This exciting development assists the increasing number of lottery buyers who use a mobile phone to access the lottery website.

In the year ahead, we aim to continue to meet the expectations of our supporters by offering carefully-designed prizes, and to become a market leader in charity lotteries through state-of-the-art product development and marketing campaigns. This will support Endeavour Foundation's national expansion strategy.

Bingo

Our bingo games provide an avenue into local communities to raise funds and awareness. The popular game can be set up and developed quickly and easily, and can attract up to 120 players. We are lucky to be supported by eight volunteers who give their time to ensure the smooth running of the games.

We run 20 sessions of bingo across ten locations each week. These are in Ayr, Bowen, Mackay, Rockhampton, Bundaberg, Hervey Bay, Maryborough, Kingaroy, Caloundra and Pine Rivers to the north of Brisbane. Expansion into other regions is being considered.

Bingo was re-launched in Hervey Bay and Maryborough in February 2014 with jackpots of up to \$1,000 and other prizes including tickets in our lotteries, Kingaroy Fine Foods gourmet hampers, dinner vouchers for local restaurants, gift cards and fuel cards. Both venue re-launches proved to be highly successful with players queuing for entry long before the doors opened. This reaction is encouraging, and bingo remains an enterprise which will be developed.



High Flyer: gala guests were entertained with breathtaking aerial acrobatics at the 2013 Winter Gala

Events

Queensland Great Endeavour Rally and Cruise: 13-20 July 2013

The 26th Queensland Great Endeavour Rally and Cruise covered 3,500 kilometres from Caloundra on the Sunshine Coast to Port Douglas in Far North Queensland and received the backing of wonderful supporters, most notably the 43 cars taking part. Six people who access Endeavour Foundation services across the state took part in the outback adventure, including Rikki Gambin of the Rockhampton employment service, who made a thank you speech at the presentation dinner. Sponsors included Brisbane Motor Auctions with vehicles and mechanical support crew, the WIN Network with media crew and coverage of the rally, Edmen Staffing Solutions with support staff, and OZtrail Leisure Products with camping gear. The

Fundraising, Corporate Supporters and Community Events **Continued**

fundraising totalled \$298,000, with the Car 81 team of Colin Desbrow and Shane Charles the leading fundraisers with \$42,367. The profits went towards the construction of new modern houses for people with a disability.

New South Wales Great Endeavour Rally and Cruise: 19-26 October 2013

The importance of New South Wales to Endeavour Foundation was reflected in the decision to run the inaugural Great Endeavour Rally in New South Wales, with the support of event partner and naming rights sponsor United Auctions Australia (UAA). The New South Wales Rally was scheduled to allow recovery time after the Queensland rally and to avoid a clash with other major sporting events and school holidays. The UAA New South Wales Rally covered 3,250 kilometres from the Mt Druitt business service in Sydney to Bathurst via Cameron Corner. Six employees from Endeavour Foundation employment services in Western Sydney took part, along with 25 registered teams which raised \$142,000. The top fundraiser was Tim Jasch in Car 73 who raised \$13,655. The event also increased traffic to the Endeavour Foundation website during the rally, and achieved media coverage to more than one million people. It received more generous sponsorship from Brisbane Motor Auctions, WIN Network television, OZtrail Leisure Products, and Edmen Staffing Solutions. This was a promising start for a new rally.

Winter Gala: 3 August 2013

The hottest ticket in town led to almost 300 guests forgetting the seasonal chill and attending the Winter Gala in Ballroom Le Grand at the Sofitel Hotel in central Brisbane. There was a three-course dinner, auctions and raffles, dancing to an eight-piece band, and breathtaking aerobatics above the ballroom. More importantly, the event raised funds for the Endeavour Foundation Endowment Challenge Fund which supports research into significant disability issues, and other activities which offer greater choice and independence for people with a disability.

Endeavour Foundation Corporate Golf Challenge: 27 September 2013

The second Endeavour Foundation Corporate Golf Challenge raised funds to support the Australian Research Council project, in which we are an industry partner. It was held at the Virginia Golf Club in Brisbane, and 17 teams comprising 68 golfers enjoyed breakfast, a morning on the course, followed by lunch and beverages, fundraising, and the opportunity to hear the keynote speaker, Australia's wheelchair basketball captain Bridie Kean. It was also an opportunity for the business community to network, and was backed by 15 generous corporate sponsors to whom Endeavour Foundation is most grateful: GM Holden, Oldfield Holden, Access Pay, Ainslie Bullion, ANZ Bank, AON Hewitt, Edmen, Fleet Plus, Gallagher Bassett Services, Presence of IT, Pure Source Recruitment, Sharpe Workplace Solutions, Talk Ezy, Willis Australia, and WIN Television.

My View

As Event Coordinator for the Great Endeavour Rally I have one of the best jobs in the organisation. I meet new people, see parts of the country people only dream about, promote Endeavour Foundation and the needs of people with a disability, and get paid to do it.

I came into the role after working in the United Kingdom in both the disability sector, as a support worker, and the events industry, in outdoor adventure sports. I now spend my time raising dust and dollars for people with a disability. It's something I will never forget.

As our events list grows and evolves, so will the challenges that we face. It's fun to create and produce events because you never know what tomorrow may bring. Planning won't always prepare you for some challenges but, in the same way people with a disability face challenges every day, and move forward, so must we. When I'm under pressure I often draw strength from people I have worked with and supported, as my hurdles seem minor in comparison.

It's great to know that I am doing something that helps improve people's lives.

Joel Stephens
Events Coordinator



On the green: (l-r) Daniel Fraser, Henasen Sathurayar, Adam Shaw and Mark Richardson enjoyed a day on the green at the Corporate Golf Day

Fundraising, Corporate Supporters and Community Events Continued



Fashionistas: it was all about fabulous fashion, fun and a flutter at the 2013 Melbourne Cup Lunch

Melbourne Cup Luncheon: 5 November 2013

The third Melbourne Cup Luncheon was open to corporate groups and sponsors, and 250 guests ensured it was a sell-out. Guests enjoyed a two-course luncheon, beverages, raffles prizes, sweeps, a business card draw and a silent auction at Moda Events, Portside in Brisbane. Funds raised were for research, led by The University of New England, into how people with an intellectual disability can be supported to age in place.

500km Team Endurance Relay: 22-14 November 2013

More than 350 athletes in 16 teams took part in one of Australia's most gruelling endurance running events. They ran from Brisbane to Beaudesert, Boonah, Warwick, Killarney, Toowoomba and Fernvale, with participants running in relay from the break of dawn until dusk on each day. The 31st 500km Team Endurance Relay raised more than \$69,000, which is \$21,000 more than the previous year. It went towards Endeavour Foundation's Sport and Recreation Project. This supports people with a disability to lead active and healthy lives by participating in physical recreational activities and joining mainstream community sporting organisations. Like 2012, the overall winner was Victory Sports from the Gold Coast and the biggest fundraising team was The Run Inn, which raised more than \$9,000. The event, which started in 1980, has raised almost \$800,000 for Endeavour Foundation over the years.



Start with a smile: runners grin as they head out on a criterion leg of the 500km Team Endurance Relay in the Toowoomba fog

One Day Great Endeavour Rally, Kingaroy QLD: 8 February 2014

The staff at Kingaroy Kitchen Fine Foods did Endeavour Foundation proud, as they catered for 56 hungry teams for dinner in the biggest one day event staged by the Great Endeavour Rally crew for a very long time. There were many newcomers thanks to the promotion of the event by local entrant Mr Les Porter a.k.a. 'The Flying Peanut'. The Kingaroy Cricket Club hosted the start and finish, and teams travelled 250 kilometres before enjoying an evening of fundraising and entertainment.

One Day Great Endeavour Rally, Cowra NSW: 3 May 2014

Our first one day rally in New South Wales attracted a reasonable turnout of 15 cars and 40 participants. Five of those entrants have decided to take part in a New South Wales Great Endeavour Rally held in 2015. The one day rally started at Olympic Park and finished at Cowra Golf Club for dinner. The event can be regarded as a great success and was well-received by the participants.

One Day Great Endeavour Rally, Cooyar QLD: 14 June 2014

More than 100 people took part in the Cooyar event despite the rain and chilly temperatures. The wet weather plan was implemented as many of the rally roads on the 250 kilometre route were impassable. A barbecue lunch at the Grand Old Cow Hotel, Crows Nest, and evening entertainment including a live band and fundraising at the Cooyar Hotel made for a fabulous event. Many of the cars passed scrutiny ahead of the Queensland Great Endeavour Rally in July 2014.

Fundraising, Corporate Supporters and Community Events Continued

63rd Anniversary Gala 21 June 2014

With a theme of 'Shooting for the Stars', this glittering fundraising evening featured a headline act to offer a unique selling point compared to other charity balls. Daryl Braithwaite was the main performer, supported by The Accidents. Three hundred guests enjoyed a three-course dinner, drinks, a photo booth, dancing, auctions and raffles. Funds were raised for the Endeavour Foundation Endowment Challenge Fund, and guests could also pledge to donate towards supporting a student who attends Latch-On®.

Appeals

Appeals are important because they give a strong focus to our identity as an organisation, and the people who access Endeavour Foundation services and supports.

Two appeals were held in 2013-2014. The annual Christmas Appeal was in November and December 2013, and our Anniversary Appeal (formerly Tax Appeal) was held in June and July 2014 to coincide with Endeavour Foundation's 63rd anniversary.

Both appeals supported the Latch-On® (Literacy and Technology Hands-On) education program for young people



Enthralled: Headline act Daryl Braithwaite had guests on the dance floor at the 63rd Anniversary Gala

with an intellectual disability. This has been developed and coordinated in conjunction with The University of Queensland, and is designed to develop literacy, technology and life skills in young adults. Latch-On® is available in Townsville, Bundaberg, Brisbane and Castle Hill in Sydney.

Bequests and Trusts

We are honoured to have been the beneficiary of many bequests and trusts. In 2013-2014, more than \$440,000 was donated to Endeavour Foundation in this way.

Our sincere gratitude goes to the following families and individuals for supporting people with a disability –

Estate of Kenneth Unmack Alyward
Estate of Evelyn Joyce Begozzi
Estate of Marion Gunter Braun
Dart Estate
Finch Estate
Estate of Alistair William Goldin
Estate of Evelyn Knill Pattemore
Estate of Jeanette Porter
Provins Estate
Estate of Helena Zagalski
The Hart Family Perpetual Trust
The Keidge Perpetual Charitable Trust
The Lesley Dickson Charitable Trust
The Catherine Ellen Carter Memorial Fund
The Russell McKimmin Charitable Trust
Estate of Hazel Chester Eastwell
The Kenneth Gordon Anderson and Edith Anderson Memorial Trust

Charitable Foundations

Endeavour Foundation has received financial support from a number of charitable foundations in 2013-2014.

We would like to acknowledge the Brazil Family Foundation which is very generous in supporting people with a disability in the Toowoomba region. Its contribution has helped to fund the Learning and Lifestyle's Magic Carpet sensory learning tool which supports people of all ages and abilities to develop motor skills.

The Brazil Family Foundation is also supporting the Toowoomba Business Services Training Centre which assists in skills development for people with a disability employed by Endeavour Foundation in Toowoomba.

Thank you to the generous charitable foundations that provide support –

- Brazil Family Foundation
- Flannery Foundation
- Queensland Community Fund
- Reuben Pelerman Benevolent Foundation

Fundraising, Corporate Supporters and Community Events Continued

Workplace giving

People who give through their place of work are among the most kind-hearted of Endeavour Foundation supporters. Their on-going contributions feed into our main operations and have a positive effect on all of our services. In 2013-2014, workplace giving raised \$33,000 in funds, while many people also volunteered their time and skills.

Thank you to the following organisations that provide support through workplace giving:

- Endeavour Foundation Staff Giving
- Aus Aid
- BSE Cairns Slipways
- Burdekin Shire Council
- BUSSQ Building Super
- CSR Ltd
- Ergon Energy
- Flinders Shire Council
- Mackay Regional Council
- Mackay Sugar
- Parkside Group
- Strat Pay
- Sugar Australia
- Townsville City Council
- United Way Distribution
- Westfield Charity
- Wilmar Sugar
- Grace Lutheran College

Collaborators

The University of Queensland

The University of Queensland has worked with Endeavour Foundation since 2004. During those ten years, the Latch-On® program has been developed for young students with an intellectual disability. Latch-On® is available in three centres in Queensland and one in Sydney. The continued collaboration with The University of Queensland supports teacher training and research opportunities.

James Cook University

Endeavour Foundation signed a Memorandum of Understanding with James Cook University on 16 June 2014. The MOU has reinforced our strong relationship and emphasises the intention to pursue other avenues of collaboration to support people with a disability. The MOU was signed at a Regional Forum held in Townsville which was attended by members of the Endeavour Foundation Board and Executive.

North Queensland Cowboys/ Southern Cross Austereo

North Queensland Cowboys chose Endeavour Foundation to partner with community-minded sponsor Southern Cross Austereo, as part of the Cowboys Field of Dreams program. Throughout the 2014 season, Southern Cross Austereo (radio 4TO and HOTFM) donated 30 tickets for each of three home games to Endeavour Foundation so that local supporters could enjoy a live Cowboys game. This platform also provided Endeavour Foundation with the opportunity to launch the Walk and Talk community volunteering program in Townsville, and promote Endeavour Foundation Recycled Clothing stores through a 10% discount offer to all Cowboys supporters.

Townsville Chamber of Commerce

Endeavour Foundation's three-year partnership with the Townsville Chamber of Commerce ended on 30 June 2014. This relationship has been invaluable in raising the profile of Endeavour Foundation in the business community of North Queensland. One of the highlights was the creation of the Endeavour Foundation Business Community Award category in the Townsville Chamber of Commerce Business Awards. The award has grown in stature, and the winner this year was Reeves Construction for its involvement with the building of Ronald McDonald House.

Corporate supporters

Transpacific

In February 2014, Endeavour Foundation entered into a three-year agreement with Transpacific to service our waste needs. This will deliver hundreds of thousands of dollars in savings over the life of the agreement. Through the procurement process, Endeavour Foundation explored possible opportunities to collaborate with the successful bidder which will directly benefit people with a disability. Transpacific indicated a strong desire to support Endeavour Foundation by getting involved in more activities that can boost revenue, save costs in other areas apart from waste, and facilitate social and employment opportunities for people with a disability. To date, Endeavour Foundation clothing bins have been placed in appropriate Transpacific sites, Transpacific have provided technical advice at our Victorian Material Recycling Facilities and Transpacific reviewed commodity trading opportunities for Endeavour Foundation's recycling operations. Transpacific is also exploring sponsorship opportunities and the opportunity of open employment for people with a disability in Transpacific operations. Collaborations with corporate partners that wish to work with us beyond a purely commercial relationship can open many opportunities to enhance support of people with a disability.

Edmen Staffing Solutions

Edmen Staffing Solutions supports the Great Endeavour Rally QLD and NSW by providing sponsored staff support so that twelve people with a disability can have the choices of an ordinary life by participating in the adventure, fun and social activities of the rallies. Without the staff support provided by Edmen, these opportunities would not be possible. Edmen is also a consistent sponsor and supporter of other events including the Gala, Melbourne Cup Luncheon and Golf Challenge.

Pure Source Recruitment

Pure Source Recruitment consistently supports Endeavour Foundation events by inviting corporate clients to our seated events and Golf Challenge and putting their name behind our 2013 Melbourne Cup Luncheon.

Fundraising, Corporate Supporters and Community Events **Continued**

GM Holden and Oldfields Holden

GM Holden and Oldfields Holden are not only our preferred vehicle suppliers but also got behind the cars they love by showcasing the new 2013 SUV at the Endeavour Foundation Corporate Golf Challenge, creating a real buzz with the chance to win a Holden SUV in the hole-in-one competition. Unfortunately the 180-metre difficult hole and pin placement proved too challenging for the 68 golfing enthusiasts.

Arrow Energy

Arrow Energy supports the School Holiday Activity Program so that children with a disability in the Dalby area, including Tara and Chinchilla, in regional Queensland have the opportunity to participate in a range of activities during the school holidays. The young people can choose to take a break from family, get involved in fun and challenging activities, make new friends, and develop independence in a safe and supported environment. Arrow Energy also funds the delivery of the Stepping Stones Triple P parenting workshops in the Dalby area. Arrow Energy donated ten laptops to the Toowoomba Business Services Training Centre which supports employees with a disability to up-skill.

Catlin Australia

Catlin Australia continues to support the Latch-On® program to educate young people with a disability in Sydney. Catlin funded the purchase of ten iPads, which are being used to track the progress of the students in nutrition and fitness classes. The staff of Catlin also volunteer at the service.

Grants

Endeavour Foundation receives significant funding and subsidies from the Commonwealth and Queensland Governments. This enables our organisation to provide support and employment for a large number of people with a disability.

In addition to this, Endeavour Foundation formally secured 26 grants worth \$896,184.63 from the Queensland Government's Gambling Community Benefit Fund during 2013-2014. It acquitted 40 grants worth \$780,732.61, to which Endeavour Foundation co-contributed a further \$453,423.92 during 2013-2014. The co-contribution improves the outcome of each project for even better long-term support.

We acknowledge the Senators, Federal and State Members of Parliament, local Mayors and Councillors and many other committed stakeholders who offer their ongoing support and make a valuable contribution to our success.

Established in 1994 and part of Queensland Treasury, the Gambling Community Benefit Fund distributed 2,350 grants totalling more than \$49.9M to various not-for-profit organisations throughout Queensland in 2013-2014.

These grants of up to \$35,000 each are invaluable in improving Endeavour Foundation's buildings, grounds, and

My View

I knew it would be a challenge. Endeavour Foundation's Team Endurance Relay is 500 kilometres of running, over three days. So, of course it's no vacation.

As the sun rose on Saturday morning, I found myself standing in Warwick with about 30 other early birds for the opening leg of day two. It was to be the first of five efforts I chalked up across the weekend and the start of 36 hours of sweat, dirt, cheering, clock-watching, dancing, lollies, coffee, laughs, flies, Google maps, high-fives, toilet stops in cane fields, sunscreen, storms, hills, 36 degree temperatures, BBQ breakfasts, criterions, vomiting, tight hamstrings, police escorts and Powerade.

350 athletes from 16 Brisbane and Gold Coast teams ran from Brisbane on Friday morning, via Toowoomba, to finish in Fernvale on Sunday afternoon. These athletes collectively raised more than \$67,000 for Endeavour Foundation.

The Relay was a rookie attempt for my Tri Alliance Queensland team and it is a rarity for our triathletes not to pack bikes and swimmers. I'm not sure words do justice when describing the quality of my teammates; think of the best people in your lives and each of my teammates would share similar traits.

Here's my tip: the toughest challenges offer up the greatest rewards!

Amanda Lucas
500km Team Endurance
Relay participant



facilities with necessities like modern kitchens, bathrooms, dining facilities, activity rooms, and equipment including computers and cameras.

Grants make it possible to create learning and life skill opportunities, increase employment avenues, improve workspaces, and create more enjoyable living spaces.

Endeavour Foundation participated in two Quality Assurance reviews requested by the Gambling Community Benefit Fund in 2013-2014. Auditors continue to be impressed by our Quality Management System, policies and procedures, record keeping and provisions for monitoring and improving our systems.

We thank the Gambling Community Benefit Fund for the generous grants that have allowed the following projects to be completed during the 2013-14 financial year.

Fundraising, Corporate Supporters and Community Events Continued


Service	Endeavour Foundation co-contribution	GCBF Funded Amount	Acquired Amount	Purpose/ Item
Innisfail In-home Support	31.29	1,611.44	1,642.73	Shade-sails and assorted furniture
Cairns Learning & Lifestyle	3,078.82	31,818.18	34,897.00	Enclose carport to create an additional activity space
Bundaberg Business Service	.01	24,385.81	24,385.82	Upgrade training/lunch room and install CCTV system to monitor employee health
Halliday Residential Kirwan (Townsville)		31,818.18	31,818.18	Upgrade bathroom to be wheelchair ambulant
Honour Residential Toowoomba		1,273.88	1,273.88	Purchase computers, touch-screen monitors, and additional educational and interactive software
Corinda Residential Brisbane		7,991.82	7,991.82	Purchase lounges
Windsor Latch-On® Program Brisbane		3,488.55	3,488.55	Purchase interactive electronic whiteboard
Mackay Post School Service		3,246.56	3,246.56	Purchase laptops with additional educational software
Bundaberg Post School Service	7,346.09	13,489.25	20,835.34	Purchase computers, additional educational and interactive software, and assorted office furniture
Brisbane Flexi Respite		3,246.56	3,246.56	Purchase laptops with additional software
Bundaberg In-home Support		3,246.56	3,246.56	Purchase laptops with additional software
Gladstone In-home Support	77.26	9,465.46	9,542.72	Purchase assorted furniture and install air-conditioning
Lawnton Respite Brisbane		21,700.00	21,700.00	Render and repaint the exterior of the building
Maryborough In-home Support		3,705.64	3,705.64	Purchase laptops and additional software
Toowoomba Post School Service		11,803.65	11,803.65	Purchase a fridge, health and well-being equipment, educational and interactive software and resources
Wahroonga Residential Southport	16,477.27	27,272.73	43,750.00	Upgrade the kitchen to be wheelchair ambulant
Appleyard Residential Coopers Plains	4,800.00	18,500.00	23,300.00	Upgrade the kitchen to be wheelchair ambulant
Toowoomba North Learning & Lifestyle		10,478.88	10,478.88	Purchase assorted health and well-being equipment and resources
Brisbane Centre-based Respite		4,444.00	4,444.00	Purchase a wide-screen digital ready LCD television and DVD/Bluray player.
Bundaberg Learning & Lifestyle		8,221.00	8,221.00	Install observation window and replace floor-coverings in activity spaces
Burleigh Heads Business Service	1,881.82	31,818.18	33,700.00	Purchase label presenters, pallet wrapper and shrink hood, L-sealer and desktop conveyor.

Fundraising, Corporate Supporters and Community Events Continued

Service	Endeavour Foundation co-contribution	GCBF Funded Amount	Acquitted Amount	Purpose/ Item
Windsor Learning & Lifestyle Brisbane	6,645.45	27,272.73	33,918.18	Upgrade the kitchen to be wheelchair ambulant
Chadwick Residential Nambour	18,161.82	31,818.18	49,980.00	Create an outdoor activity area
Martens Residential Bundaberg	7,900.00	31,818.18	39,718.18	Upgrade the bathrooms to be wheelchair ambulant
McKenzie Residential Manoora (Cairns)	333,140.90	31,818.18	364,959.08	Create a new-build accommodation support to replace an ageing service
Karingal Residential Northgate (Brisbane)		26,750.00	26,750.00	Upgrade the bathrooms to be wheelchair ambulant
Wacol Business Service		27,793.55	27,793.55	Purchase a portable metal-detector for production lines and a slushie machine for supported-employee canteen
Wallace Park Learning & Lifestyle Tewantin	9,951.82	31,818.18	20,835.34	Upgrade kitchen and laundry facilities to be wheelchair ambulant
Biloela Learning & Lifestyle	3,671.66	1,627.27	5,298.93	Purchase portable air-conditioners for main activity space
Dixon Residential Gladstone	22,156.82	31,818.18	53,975.00	Install pathways and landscape around the residential to make it wheelchair and walker ambulant
Amersham Residential Redcliffe		5,570.00	5,570.00	Install solar-backed blinds and fittings throughout the residential
Gladstone Learning & Lifestyle		11,499.11	11,499.11	Purchase laptops, educational and interactive software, IT equipment, and assorted furniture
Hilder Residential Norman Gardens (Rockhampton)		30,700.00	30,700.00	Upgrade bathroom to be wheelchair ambulant
Koala Park Learning & Lifestyle Burleigh Heads	10,371.82	31,818.18	42,190.00	Upgrade the bathrooms and kitchen facilities to be wheelchair ambulant
Maryborough Business Service		30,330.00	30,330.00	Purchase an environmentally friendly forklift
Martindale Residential Corinda (Brisbane)	2,100.00	31,818.18	33,918.18	Create an undercover outdoor activity space
Innisfail Respite (Emmaus)		31,818.18	31,818.18	Create an undercover outdoor activity space
Shannon Residential Southport		31,300.00	31,300.00	Upgrade the building overall
Tugun Residential		28,500.00	28,500.00	Upgrade the bathrooms to be wheelchair ambulant
Harris Residential Parramatta Park (Cairns)	5,631.07	31,818.18	37,449.25	Upgrade the building overall
40 Acquitted Grants worth a TOTAL of	\$453,423.92	\$780,732.61	\$1,213,221.87	

Endeavour Foundation was successful in obtaining four grants from non-GCBF funding bodies worth \$14,790.19.

Frank Fanning



Frank Fanning is a well-known and respected member of the Townsville sporting community. After 22 years running water out to players at the Townsville Brothers Rugby Union Football Club, he was recently awarded life membership and acknowledged at the club's annual ball where he received a standing ovation.

Frank has worked at Endeavour Foundation's Townsville business service for seventeen years, cutting industrial cloth and sorting through donations such as clothing, shoes and household items. He is described by his manager as a hard worker who is extremely polite and willing to take on any task offered to him.

Each Monday, Frank attends Learning & Lifestyle where he mows the lawns – something he thoroughly enjoys and says is his favourite task.

Family is very important to Frank, he loves every minute of the time he spends with his five brothers, two sisters and 15 nieces and nephews!

Corporate Services

Endeavour Foundation's commitment to person-centred support and ensuing preparations for the National Disability Insurance Scheme have been underpinned by a number of mergers and amalgamations. This impacted on a number of departments and gave rise to opportunities to deliver new, more efficient ways of working.

Flightdeck Project

Following a needs analysis and business requirements study, the Executive team prioritised and weighted the top 20 common functions required for the anticipated internal and external changes.

The best business fit was identified as Microsoft Dynamics AX and CRM. Microsoft AX will allow us to have one consistent source of information for accounts receivable, accounts payable, cash and banking, sales and marketing, retail, production control, budgeting, and more. The system integrates with Microsoft CRM (Customer Relationship Management) and can be flexible and expandable.

The Customer Relationship Management system will allow us to create one centralised database to consolidate, manage and view contact details which are currently maintained on a number of separate databases. It will remove manual processing and reporting to ensure accurate quality information, and prepare Endeavour Foundation to meet the requirements for the National Disability Insurance Scheme. The core financial modules are being configured for implementation in 2014-2015 financial year.

Finance Unit

Endeavour Foundation's Finance Unit faced the challenge of audit accounting, transactions, and integration during a number of mergers, amalgamations, contract transfers and acquisitions which were finalised or started during 2013-2014. These included VATMI Industries Ltd, Capricornia Respite Care Association, Compass Whitsundays and Down Under Safety Supplies.

There were also property acquisitions, such as Cannonvale properties of Compass Whitsundays, the Rockhampton property of Capricornia Respite Care Association and properties associated with support for people with a disability in Hervey Bay. Endeavour Foundation property sales included the Buranda Administration Office in Brisbane, which realised approximately \$1.5 million, and the McKenzie Residential property in Cairns which was sold for approximately \$550,000.

The efficiency of the Finance Unit will be further improved by the Flightdeck finance and accounting software. The first phase of this was completed during 2013-2014. During the year the accounts payable and accounts receivable functions of VATMI and Down Under Safety were absorbed

into the Finance Unit without additional resources. There is further scope for improved efficiencies through the broader application of Flightdeck throughout the organisation and our associated entities.

Note: Endeavour Foundation finances are shown in greater detail in the Financial Overview pages, starting on page 64.

Our Environmental Sustainability Strategy saved more than

\$150,000
in 2013-2014

Procurement Unit Savings

Endeavour Foundation conducted procurement reviews of its waste, electricity, stationery, computer supply, and printers. This was with a view to making large scale savings in the next three years. For example, stationery orders were streamlined into a one-stop shop available on the staff intranet thanks to an agreement with Staples for all office supplies. It is projected that procurement savings will total more than \$4 million by the end of 2016-2017. We will build on this by reviewing other systems including appliances, gas, water coolers/boilers, couriers and freight, fleet vehicles, security, travel, cleaning and pest control.

Asset Management Unit

We consolidated the Asset Management and Asset Development groups, and appointed a General Manager to the Asset Management Unit to improve the strategic direction of the unit. There are partnership and asset development proposals to consider on a regular basis so this utilises the resources within Endeavour Foundation to provide the necessary focus.

There has been strong progress in developing our assets. The Asset Management Unit now has a database of more than 270 sites across Queensland, New South Wales, and Victoria. These sites require varying degrees of involvement with the unit, depending on ownership and leasing arrangements. This includes building compliance, environmental sustainability, asbestos management, air conditioning maintenance, overseeing electricity and water usage, leasing management, and increased fire safety management (including bush fires).

In 2013-2014, the Asset Management Unit built four new houses for people with a disability. Two houses were constructed in Cairns and two were at Pelican Waters on



Qld Department of Communities Regional Director Mick Shearer and long-time advocate Mary Walsh visit the site of an innovative new accommodation service to be built in Bundaberg.

the Sunshine Coast. They were a \$2.3 million investment as part of Endeavour Foundation's self-funded At Home with Choices program. A maximum of four people live in each house, in a safe supported environment with technologies and space for independence and greater personal choice. We also bought land and developed plans for three new houses at Rockhampton.

The unit delivered more than 1,000 maintenance and capital works projects/tasks to the value of more than \$4 million (not including new constructions). It was responsible for developing plans, supplying designs, obtaining quotes, and coordinating the delivery of 33 approved grants for capital improvements, valued at more than \$800,000.

Endeavour Foundation is working to construct new accommodation in Bundaberg so that people with a disability can make a staged transition out of home, with funding from the Queensland Government's Elderly Parent Carer Innovation Trial Fund.

The Ivy Mann residential service in Toowoomba was refurbished with funding from the Positive Futures project.

Endeavour Foundation established a new Learning and Lifestyle in Warwick. This follows recommendations of a needs assessment study funded by the Warwick and District Disability Support Group, and strong advocacy by individual community members.

There have been more than 50 kitchen and bathroom upgrades and more than 350 predetermined and urgent maintenance activities.

Grant applications were lodged for 73 solar systems, solar hot water, and LED lighting. Endeavour Foundation funded solar hot water installations on a number of properties. A 30kW solar system was installed at head office in Brisbane to reduce consumption by approximately eight per cent per annum.

Endeavour Foundation will continue to develop the sustainability of assets after the completion of its Environmental Sustainability Strategy, while the Sustainable Energy Project will provide a framework to reduce ongoing energy consumption and cost.

In 2013-2014, Endeavour Foundation's Environmental Sustainability Strategy has saved more than \$150,000 through solar installations, the replacement of high bay lighting, the detection and correction of overcharging by electricity company, changing properties to the correct electricity tariff, replacing hot water with solar or heat pump, and negotiating with water suppliers to reduce bills due to undetected water leaks.

The Asset Management Unit has identified 20 buildings to be renovated during 2014-2015.

Grant applications were lodged for

73 solar systems,
solar hot water installations or
LED lighting changes

Corporate Services Continued

Human Resources

Human Resources covers a broad spectrum of functions dedicated to Endeavour Foundation's people, including how they are recruited, rewarded, kept safe, and managed so they are able to perform at their best. The Human Resources department also manages the volunteering program which brings volunteers into Endeavour Foundation to assist with our operations and to support clients.

With the increasing focus on mergers and amalgamations as well as the need to strategically manage the workforce impacts of the National Disability Insurance Scheme, the previous General Manager Human Resources has been appointed to manage the strategic organisational capacity. This new role covers workforce planning, organisational capacity analysis, leadership development, and cultural integration, as well as the staffing arrangements surrounding mergers and acquisitions. A new appointment has been made to the role of General Manager – Human Resources.

Due to significant problems with the previous office accommodation, Payroll, Endeavour Business College, Quality and Risk, and Workplace Health and Safety teams were relocated to offices in nearby Miller Street. The move has proven extremely successful.

During 2013-2014, Endeavour Foundation integrated with the leading Victorian Australian Disability Enterprise VATMI, and the staff became part of the Endeavour Foundation group. We also began delivering support for 68 people with a disability in Hervey Bay on Queensland's Fraser Coast.

Endeavour Foundation has ensured that supports for people on the Fraser Coast and in Victoria have continued without interruption. Our Human Resources team played an important role in making this possible, and helping to integrate VATMI and Hervey Bay employees into the wider organisation.

During this period, Endeavour Foundation commenced discussions with other like-minded organisations including Capricornia Respite Care Association, Compass Whitsundays, Coastal Recovery and Down Under Safety, and these were concluded early in the new financial year. The Human Resources Unit continues to ensure that through such mergers, staff can transition smoothly and integrate quickly.

The Payroll team successfully introduced the PeopleSoft payroll system, which was a major achievement. PeopleSoft is a sophisticated payroll system with the capability to manage Endeavour Foundation's future needs for a flexible, diverse, growing workforce.

Endeavour Business College, despite being impacted by changes to Commonwealth and State Government funding arrangements, still managed and delivered more than 200 qualifications for staff internally and externally. It has continued to provide induction and skill-based training to staff equivalent to 23,900 training hours.

My View

Endeavour Foundation accepted my application as Assistant Manager for our Penrith store almost four years ago. I became store manager shortly afterwards.

I had come from a very sad place in my personal life and Endeavour Foundation, with a wonderful 'family' of dedicated staff and volunteers, put the sunshine back in my life.

Each day working in our store is filled to overflowing with wonderfully happy moments and opportunities to connect with people from all walks of life whilst raising awareness for the need to provide support to people with a disability.

Training staff and volunteers is a wonderful and rewarding experience not just for them but for me too.

Each day always holds a new surprise and puts a smile on my face.

I was humbled earlier this year when I was recognised by the local Rotary Club and presented with an award for Pride of Workmanship. This award is not only for me but also for the wonderful team of people who stand beside me working so diligently for Endeavour Foundation.

Joan Frare
Endeavour Foundation
Penrith



Endeavour Business College
delivered more than

200 qualifications
for staff internally and externally



At home with choices in Cairns (l-r): CEO David Barbagallo, Shirley Summers, Robyn Klimek, Robyn Johnstone, Bernard Booker, Gavin Williams, Sheila Snoad

Endeavour Business College has continued to develop training courses such as Certificate Two in Community Service, Foundation Skills, Medication, Pieces of Life, Safe Swallowing, Positive Behaviour Support and many other programs. These courses are helping to prepare Endeavour Foundation staff for the introduction of the NDIS.

Risk management systems have been subject to ongoing monitoring, review and improvement. The Quality department has been developing the new Quality Management System (InSite) for implementation across the organisation.

There have been successful external audits of our quality systems against a variety of Quality Management Standards including the Human Services Quality Standard, Disability Service Standard 2007 and ISO 14001:2004 Environmental Management Standard. The positive outcomes from the audits provide confidence that our systems are being managed effectively.

There was a successful audit of the Redcliffe business service's electronic waste recycling and environmental management system against the new Australian standard for the treatment of e-waste, AS/NZS 5377:2013. Endeavour Foundation was the first organisation in Australia to achieve this certification.

Work, Health, Safety and Injury Management

Policies and procedures established by Corporate Services through the Human Resources Unit have resulted in some very positive developments in terms of workplace health and safety.

There has been a 34.3 percent reduction in the lost time injury frequency rate since June 2011. The claimable incident frequency rate has been reduced by 26.3 percent in this same period.

Over the same three-year cycle, there has been an 80.9 percent improvement in on-time reporting of claimable incidents.

The number of workers compensation claims has been reduced by 19.8 percent.

It is estimated that, by the end of the 2014-2015 financial year, there will be a 47.8 percent improvement in reducing the combined workers compensation premium.

This will equate to an estimated saving of \$1.5 million.

Corporate Services Continued

Volunteering

During the year, the Volunteering team introduced two highly successful initiatives – Walk and Talk, and our Volunteer Engagement Program.

Walk and Talk is an interactive health and wellbeing program which pairs volunteer walking buddies with people with a disability. It was developed with the Queensland Centre for Intellectual and Developmental Disability (QCIDD) and has been approved by The University of Queensland's ethics committee.

The pilot program's success led to Walk and Talk being launched officially in 2014 in South East Queensland, Townsville, and Cairns. There are plans to extend it to other parts of the state.

The Volunteer Engagement Program aims to support families and carers with respite options and support for children and young people through the use of community volunteers. Children and young people are helped to achieve personal goals such as social and personal development, greater confidence, improved self-esteem, and life skills through social and community activities and positive relationships with the volunteers.

The program commenced as a pilot in June 2014 and, through building relationships with universities and local colleges, has recruited 40 qualified volunteers who are being trained and matched to the child or young person and their family.

Volunteers 2013-2014

789	Endeavour Foundation Recycled Clothing stores
178	Disability Services – Learning and Lifestyle
27	Disability Services – Walk and Talk Program
25	Disability Services – Children and Youth Mentor Program
113	Employment Services
111	Events
8	Bingo
3	Design Services
48	Corporate Volunteering Program
3	Corporate Services
86	Board and Area Committee Members
1,391	Total

We marked the 25th anniversary of National Volunteer Week and this year's theme, 'celebrate the power of volunteering', by recognising four outstanding volunteers. They were Judy Higginson of Mackay, Silvia Arnold of Sydney, Heather Christie of the Sunshine Coast, and Judith Murray in Tewantin. The overall accolade of Endeavour Foundation's Volunteer of the Year went to Judy Higginson.

Endeavour Foundation acknowledges the amazing hard work and dedication shown by all of our volunteers, who are the mainstay of the organisation. Thank you!



My View

As founding members of the Cairns branch of Endeavour Foundation, Robbie and Marie Johnstone worked

tirelessly to get support services going in the area.

I remember the branch starting in 1961 with the initial members working to raise money for a school for the kids that was badly needed.

We ran cake stalls and pony rides at local fetes and the support from the public was just fantastic. Our concern for the future of the children drove us on and the day the school was opened in 1963 was a fantastic day of achievement.

My wife drove our son to school each day, and she would tell me that the looks on the kids faces was a great thrill because they knew they could now have access to an ordinary life.

I do not know where we would be without Endeavour Foundation. There was no one to help before the Branch was formed in Cairns.

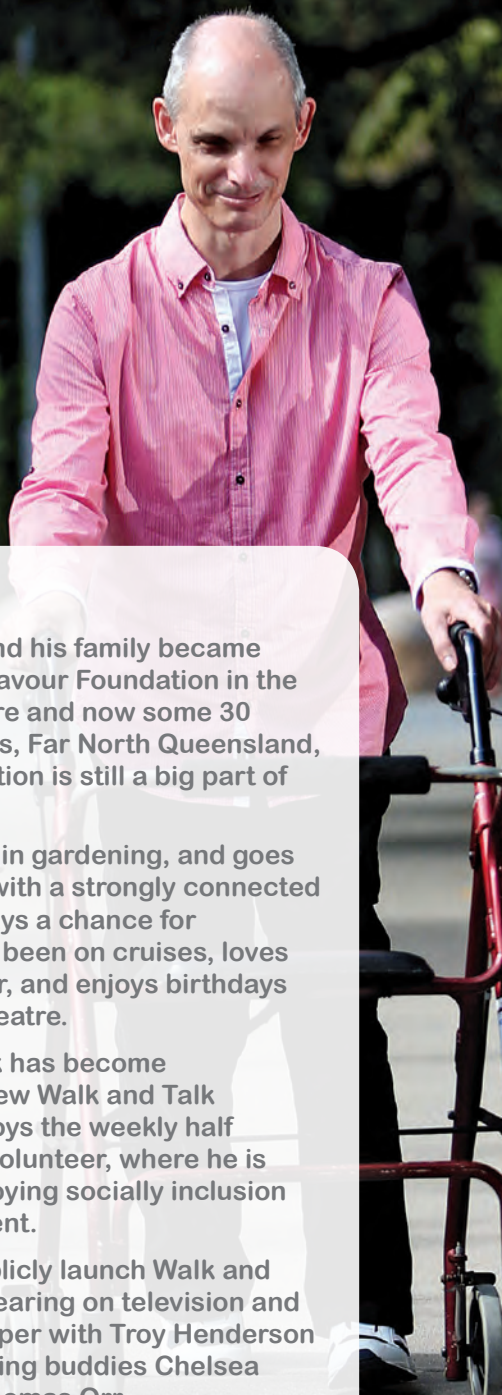
As you get older you worry about what will happen to your child when you are gone. With our child now in assisted care that worry has been lifted."

Robbie Johnstone, Cairns



Rolling along: volunteers lined the hallways to help repaint Windsor Latch-On® as part of the Optus RockCorps Challenge

Mark Henderson & Troy Singleton



Mark Henderson and his family became involved with Endeavour Foundation in the 1960's in Caboolture and now some 30 years later in Cairns, Far North Queensland, Endeavour Foundation is still a big part of Mark's life.

Mark gets involved in gardening, and goes to the movies and with a strongly connected family there is always a chance for socialising. He has been on cruises, loves going out for dinner, and enjoys birthdays and going to the theatre.

More recently Mark has become involved with the new Walk and Talk program. Mark enjoys the weekly half hour walks with a volunteer, where he is exercising and enjoying socially inclusion in a safe environment.

Mark helped to publicly launch Walk and Talk in Cairns, appearing on television and in his local newspaper with Troy Henderson and volunteer walking buddies Chelsea Saldumbide and Thomas Orr.

As someone who loves being outdoors, Troy enjoys being out in the fresh air and meeting new people in the Walk and Talk program.

Troy is a regular at woodwork and computer classes, and rates family trips to the beach and fishing as firm favourites.

Corporate Governance

Corporate governance is the way in which decisions important for the future of our organisation are taken, communicated, monitored and assessed.*

Endeavour Foundation recognises its responsibility to maintain corporate governance practices that are robust, accountable and of a standard that meets the expectation of its stakeholders.

In response to legislative requirements mandating minimum corporate governance standards, that is Queensland's Disability Services Act (2006) and Australia's Disability Services Act (1986), Endeavour Foundation has defined a corporate governance framework which embraces the requirements of legislation, responds to expectations of high standards of service delivery within the disability service sector, promotes integrity in decision-making and demonstrates good corporate practice in general.

Endeavour Foundation's Board and executive team are committed to implementing high standards of corporate governance practice and will continue working to attain these standards, as enshrined within the Endeavour Foundation constitution, the corporate governance policy statement and corporate governance framework.

** Professor Stephen Bartos, National Institute for Governance, Canberra.*

Our core values

The Endeavour Foundation Board, executive team and staff all embrace core values which are embedded in our formal organisational code of conduct and policies. These values guide the manner in which our business will be conducted and include:

- respect for persons
- integrity
- inclusion
- accountability

Endeavour Foundation affirms the principles of the United Nations Declaration of the Convention of the Rights of People with a Disability and proactively works to promote, protect and advocate to ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.

Endeavour Foundation's corporate governance

Policy statement

The platform of good corporate governance at Endeavour Foundation is an effective, accountable and ethical decision-making process that is focused on the pursuit of our corporate objectives, as defined in the Endeavour Foundation constitution and the Endeavour Foundation statement of strategic intent.

Our decision-making processes are taken in a cultural environment that is ethically sound but competitive, guided by policies and procedures that are forward-looking, accountable, transparent and that comply with the requirements of all regulatory authorities. Our policies and procedures embrace ongoing review, process improvement and good corporate practice overall.

Endeavour Foundation's Board and executive team balance competing priorities and limited resources in a manner that achieves best possible performance outcomes across all the organisation's activities.

Our actions, plans and decisions reflect that we are a good corporate citizen and that we are responsive to the opinions and needs of our stakeholders.

Endeavour Foundation's legal structure

Endeavour Foundation is a public company limited by guarantee, with members rather than shareholders. Any person who is 18 years of age and over who supports Endeavour Foundation's objectives may apply for membership.

Bodies corporate may also apply for membership.

Members 30 June 2013

1321

Members 30 June 2014

1278

Board of Directors

Endeavour Foundation is governed by a Board of Directors made up of no fewer than three and no more than nine Directors. Up to five Elected Directors are elected by the Area Committees and the Board may appoint up to four Independent Directors.

In accordance with the requirements of the constitution, the Board must meet at least six times per year.

Corporate Governance Continued

All Directors volunteer their time and receive no remuneration.

Processes and decisions taken at Board and Committee meetings are guided by the Directors' code of conduct and the conflict of interest policy.

National Council

Established in February 2014, the National Council is an important level of governance within Endeavour Foundation which ensures the involvement of stakeholders in key organisational decisions such as strategy, growth, annual budget and policy change.

The National Council consists of at least one elected member from each Area Committee so that it has a national, consultative focus affording the opportunity for additional stakeholders to provide input to the direction of Endeavour Foundation. It ensures that the interests and concerns of each committee, and of groups which join Endeavour Foundation by amalgamation, subject to Board approval, are represented at a national level.

National Council responsibilities include the development and ongoing review of guidelines, processes, procedures and policies, raising recommendations to the Board, the identification and discussion of improvement opportunities relating to services and support for individuals, and assisting the Board in monitoring services and support provided by Endeavour Foundation.

Area Committees

Endeavour Foundation has ten Area Committees in Queensland, New South Wales and Victoria, with up to 12 members each.

Endeavour Foundation members, other than current staff or former staff who have been employed by Endeavour Foundation within the last 24 months, are eligible for election and appointment to Area Committees.

Area Committees play a direct role in Endeavour Foundation's governance structure. Each Area Committee may nominate one of its members at the annual election of Elected Directors and all members of all of the Area Committees vote Elected Directors to the Endeavour Foundation Board as part of the annual election process.

Area Committees provide feedback on matters of policy and broad service provision but do not play a role in the day-to-day management of Endeavour Foundation or its services. They build and maintain strong community links which are vital to achieving Endeavour Foundation's goals on behalf of people with a disability.

My View

I became a volunteer at Endeavour Foundation Mackay about three and-a-half years ago. I knew about Endeavour Foundation because I have two daughters who work here.

I am passionate about volunteering at Endeavour Foundation because it is a great opportunity to get out of the house and stay active in my local area. I like to meet new people and to help others.

At the Mackay business service I help in the office by answering the phone, filing, banking, shopping and greeting customers.

I am happy in any area they need assistance and some other jobs I have performed are packaging personal protective equipment, bolt assembly, tagging and using equipment like the heat sealer, eyelet machine and glue gun.

Winning the national Endeavour Foundation Volunteer of the Year Award was my proudest moment. I was shocked and excited; it was a tremendous experience being on the local news and in One Endeavour. It was awesome to have people from the local community recognise me from the news story they viewed on television. I celebrated my reward with my mate and by going shopping to spend the voucher I won.

In my spare time I enjoy knitting, gardening, shopping and crochet.

*Judy Higginson,
Mackay*



Endeavour Foundation support groups

Endeavour Foundation works with a number of local groups representing families and interested stakeholders around the state. These groups are not part of the organisation's formal governance structure, but can have close links to their Area Committee.

Some local groups are associated with a specific Endeavour Foundation service, while others have a broader interest.

These groups play an important role in providing support to local services and families of people with a disability who access these services but do not play a role in the day-to-day management of Endeavour Foundation or its services. They also act as a consultative mechanism providing local feedback and information in relation to government and community initiatives impacting upon people with a disability and their families.

Internal Audit

Under the auspices of the Endeavour Foundation Audit Committee Charter, the Internal Audit function is granted independence in its role, to allow it to fulfil its responsibilities. The Internal Audit program maintains a strong focus on issues of governance, internal control, risk and compliance, and implementation of the program is subject to ongoing review by the Audit Committee.

Internal Audit reviews are designed to assist management in the development of improved practices and procedures and to provide assurance to both the Audit Committee and executive team that the internal control environment is adequate and is operating effectively.

Risk Management

The Board of Directors Risk Committee has continued to meet in 2013-2014 and is now under the leadership of chairperson Grant Murdoch and has a new committee member, Scott Ellis. The committee is responsible for the oversight of the organisation's risk management strategies, practices and activities. It reviews Endeavour Foundation's risk profile and ensures all organisational risks are identified and addressed.

As part of our commitment to the continuous improvement of our risk management practice our Risk Appetite Statement, Risk Management Procedure, Risk Management Framework, and Enterprise Risk Management Policy have been reviewed and updated during the past 12 months.

Commitment to continuous improvement

In the operation of all services for people with a disability Endeavour Foundation continues to demonstrate a high level of commitment to the principles of the Commonwealth Disability Services Act (1986) and Queensland Disability Services Act (2006) and adherence to the related Disability Service Standards through third party external audit certification.

Supported by Endeavour Foundation's Quality Management System, all stakeholders are encouraged to identify and put forward suggestions for changes and the development of internal practices through continuous improvement processes. This is designed to ensure regular review and self-assessment within a culture that supports Endeavour Foundation to be a service provider and employer of choice.

External Audit Findings	2013-2014	2012-2013	2011-2012	2010-2011
Opportunities for improvement – employment services (28 establishments)	13	6	12	1
Opportunities for improvement – disability services (245 establishments)	43	56	43	45
Non Conformances – employment services (28 establishments)	0	1	0	0
Non Conformances – disability services (245 establishments)	0	5	1	9

Workplace Health, Safety and Injury Management

Endeavour Foundation has an ongoing commitment to zero harm and the continuous improvement of workplace health, safety and injury management. The organisation's strategies and actions focus on the improvement of our staff's understanding and involvement in workplace health, safety and injury management, especially in the areas of consultation, safe work practice, legislative compliance, on-time reporting, hazard and risk management, and early return to work if an injury or illness occurs.

These ideals form the primary focus of our strategic plan to reduce work-related injuries and illness, align workplace health and safety governance requirements with the new Act, Regulations and Codes of Practice and ensure we build Endeavour Foundation's safety leadership capability.

Underpinning our strategic objectives are the agreed zero harm principles:

- Management is committed to a safe workplace
- All injuries are preventable
- Safety is a shared responsibility
- Safety is a core value of Endeavour Foundation
- We reward safe ways of working and support safety innovation

Through our commitment and actions we always seek to enable everyone to return home the same way they arrive at Endeavour Foundation.

The workplace health, safety and injury management value proposition is to 'Enable an Endeavour Foundation where everyone is confident, capable and connected with workplace health, safety and injury management'.

Community and Advocacy Support Unit

The Community and Advocacy Support Unit was initiated in 2005 to provide high-level strategic advice and input to the Endeavour Foundation Board, CEO and executive team around the management of complex and challenging client behaviours, client abuse, guardianship and other sensitive and complex client/family matters. The manager of the Community and Advocacy Support Unit reports to the General Manager, Client Services and also has a direct reporting role to the CEO and the Board's Client Services Committee.

The Community and Advocacy Support Unit also provides support to all areas of Endeavour Foundation through the provision of expert advice across a range of knowledge bases, including individual advocacy, mental health and positive behavioural support clinical skills, prevention and responses to abuse, neglect and exploitation, and family support.

The unit takes a 'big picture' view, looking at systemic advocacy issues and organisational policy development with a specific client/family focus.

The Community and Advocacy Support Unit utilises a human rights focus in its work, advocating to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for the inherent dignity of people with a disability.

The unit plays an active role in advocating to government and the broader community on behalf of people with a disability and their families as well as promoting the delivery of Endeavour Foundation services within safe and supportive environments that are client-focused and family-friendly.

The unit has responsibility for gathering information from clients, families, staff and community stakeholders in relation to systemic issues impacting upon clients, families and Endeavour Foundation's overall service provision.

Community and Advocacy Support Unit initiatives include coordinating:

- the Family Satisfaction Survey
- Regional Forum meetings (family members and guardians)
- Client Council meetings (people who access services and support); and
- other consultation mechanisms to gain direct input from clients, families and staff around Endeavour Foundation and other community/government policy and planning initiatives.

The Community and Advocacy Support Unit also facilitates the provision of high-level strategic advice to the Board, CEO and executive team through its secretariat role to:

- Endeavour Foundation's external Abuse Prevention and Response Advisory Committee; and

- Endeavour Foundation's external Complaints Management Advisory Committee.

These committees provide independent advice and review of Endeavour Foundation's abuse and complaints processes with a focus on continuous quality improvement and risk management.

Management framework and initiatives going forward

The day-to-day operations of Endeavour Foundation are managed, at the direction of the Board, by our Chief Executive Officer and the executive team.

Our executive team and staff are guided in attaining above average performance outcomes through the Endeavour Foundation performance dashboard – a performance evaluation system based upon strategic themes including:

- Becoming an employer of choice
- Becoming a service provider of choice
- Demonstrating thought leadership
- Demonstrating best practice
- Being top of mind among stakeholders
- Enhancing client satisfaction with a strong customer focus
- Engaging the community
- Maintaining state-of-the-art facilities
- Being financially sustainable

Generally accepted good practice management systems and protocols are in place. Our management systems are subject to ongoing scrutiny and oversight to ensure that our service delivery is of a high standard and that, as an organisation, we are accountable to stakeholders for the outcomes achieved.

Our service delivery is structured through an operational framework as follows –

1. Disability and Community Services

Disability and Community Services provides a range of approved services for 1,909 placements to support people with a disability across Queensland and New South Wales, and is approved to provide services in the ACT and South Australia.

These supports and services span 245 locations and are for people of all ages from children to seniors. They adopt a person-centred approach.

Disability and Community Services is licenced to provide services to children under the care of the Department of Communities, Child Safety and Disability Services (DCCSDS) in Queensland following a licencing process undertaken this year, and has provider approval status in New South Wales.

Corporate Governance Continued

Accommodation supports; Learning and Lifestyle; education services including tertiary studies in literacy and technology through Latch On®; Continued Learning for Under-30s at Endeavour (CLUE); provision of respite through centre-based, flexible vacation and sibling respite models; and support to older people through the home care packages program and innovative seniors' models, are part of the suite of supports and services provided. Disability and Community Services also holds the Emergency Response Funding for the Queensland Department of Communities, Child Safety and Disability Services in North Queensland

2. Employment Services

Employment Services has capacity for 2,125 people to work in supported employment in a variety of industries. It operates Endeavour Foundation commercial enterprises including the production of timber products, safety products, packaging services, mailing and collating, document destruction, industrial cleaning cloths, e-waste recycling, industrial sewing, and high quality commercial art. It also provides workforce development and training solutions for the community services sector.

3. Corporate Services

Corporate Services is responsible for delivering human resource management support, payroll services, quality management, workplace health and safety, injury management, risk management and staff development through Endeavour Business College. It also delivers core financial management services including budgeting and resource planning, finance and accounts, procurement, fleet management, information systems infrastructure, asset development and infrastructure planning, property portfolio optimisation, facilities management and property maintenance. Corporate Services is also responsible for the tendering and administration of Gambling Community Benefit Fund grants.

4. Client Services

Client Services assists in the positioning of Endeavour Foundation as a leader in the sector through service reform, research, community partnerships, complaints and abuse management and the development of a policy and framework that promotes and supports best practice. It is responsible for complex support advice, and community and advocacy support to promote and protect the human rights of people with a disability who access Endeavour Foundation supports and services.

5. Supporter Enterprises

Supporter Enterprises is responsible for Endeavour Foundation's fund-raising activities, brand visual identity and compliance, production of marketing materials for all areas of the organisation, and assisting preparation for the NDIS by expanding the centralised customer service capacity and capability. It is accountable for conducting fundraising activities that are compliant, effective and

efficient to maximise fundraising and brand awareness outcomes through frontline high-volume consumer-focused fundraising vehicles. These include lotteries, retail stores, bingo, merchandise, membership, events such as the Great Endeavour Rally and philanthropic grants, corporate relationships, and donation and bequest appeals.

A series of initiatives, endorsed by the Board, have laid the foundation for a strong and confident Endeavour Foundation in four important areas –

People development including:

- a requirement that all staff have a relevant qualification and the provision of training to achieve this
- an implementation of a performance and outcomes-driven culture where there is a strong commitment to the transparent review and measurement of employee, team and organisational performance
- a Walk A Mile In My Shoes program, requiring all head office staff and new appointments to complete a one-day work experience placement at a disability service or disability enterprise
- a comprehensive induction process to ensure consistency and quality of service delivery.

Remuneration and workforce care including:

- improved salary packaging benefits offered to our workforce, which will be balanced against the needs of clients and the sustainability of the organisation
- the implementation of a zero harm philosophy/policy and centralised occupational health and safety and injury management platform which will significantly reduce or eliminate harm to our employees and earn us a reputation as an organisation known for the safe care of its employees and best practice in occupational health and safety.

Innovation:

- The introduction of project management, a projects office and key performance indicators to ensure continuous improvement
- a number of special projects to improve our information systems, infrastructure and architecture continue to be put into place.

Leadership:

All Executive General Managers now have collective responsibility for the overall performance of Endeavour Foundation.

Corporate Governance Framework

Corporate governance is the way in which decisions important for the future of our organisation are taken, communicated, monitored and assessed.*

BOARD <ul style="list-style-type: none"> • Constitution (Membership, authority to act, election of Office Bearers) • By-Laws • Board Charter • Directors Code of Conduct • Annual Board Planner • Effective decision making • Strategic plan/national strategy 	<ul style="list-style-type: none"> • Effective recording of minutes • Self evaluation • Provides direction & guidance to management • Policy Register • Statement of Delegations • Head Office & Regional Meetings • Networking • CEO performance evaluation 	CORPORATE OBJECTIVES & VALUES <ul style="list-style-type: none"> • Constitution (Objectives) • By-Laws • Our Focus • Our core values (respect for people, integrity, inclusion, accountability) • Person-centred practice 	CHIEF EXECUTIVE OFFICER <ul style="list-style-type: none"> • Relationship between the Board & CEO • Effective leadership • Direction/guidance to staff • Communication & reporting to Board, Staff & Stakeholders • Accountable to Board • Networking • Senior management team evaluations
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ORGANISATIONAL FRAMEWORK

ORGANISATIONAL FRAMEWORK FOR EFFECTIVE DECISION-MAKING & SERVICE DELIVERY

MEMBER GROUPS

National Council

- Charter
- Area Committee membership
- National consultative focus
- Identification and discussion of improvement opportunities

Area Committees

- Regional structure
- Role is mandated in the Constitution (S 25)

Family Support Groups

- Informal groups

Local Fundraising Groups

- Volunteer basis
- Fundraising/bingo focus

COMMITTEES / GROUPS

Audit Committee

- Oversight of code of conduct, financial delegations & various key governance policies

Client Services Committee

- Oversee vision of quality services to meet needs of people with a disability
- Oversee development of policies regarding present & future services

Advisory Committees to the Board via Client Services Committee

- Abuse Advisory Committee
- Complaints Management Advisory Committee

Risk Committee

- Risk Committee Charter

Property Committee

- Property utilisation focus
- Director advisory role

Quality Management Review Group

- Management review of the QMS
- Define & set quality objectives
- Terms of reference

Wider Management Team meetings

- Meets quarterly
- Communications & awareness focus
- Culture development

Zero Harm Committees

- Charter
- OHS compliance oversight
- Area Safety Improvement Committee
- Site Safety Improvement Committee
- Monthly WHS agenda items

Information Services Governance Committee

- Charter
- Ensure strategic goals are supported & informed
- Ensure consistent progress toward a mature IS governance structure
- Identify & resolve conflicts & inefficiencies in the use of IS resources
- Provide advice to & seek guidance from the executive Services Planning Committee

OPERATIONAL STRUCTURE

Legal Status

- Registered under the Corporations Act, as a company limited by guarantee & public company
- Not for profit status
- DGR status is registered for taxation purposes
- Charitable status is registered for fundraising purposes

Chief Executive Officer

- Projects, Strategy & Performance
- Board Secretariat
- Internal Audit

National Strategy

- Policy & Planning
- Mergers & Acquisitions
- Business Development
- Corporate Marketing
- Media & Communications
- Strategy
- New Businesses
- Partnerships

MANAGEMENT PRACTICES

Policies

- Forward looking & linked to objectives
- Senior management oversight & approval
- Promote ethical & responsible decision-making (Code of Ethics, Code of Conduct, Whistle-blowing)
- A focus on person-centred practice

Procedures

- Accountability
- Objective driven & outcome focused
- Controls awareness
- Regular review
- Quality format
- Senior management approval
- Demonstrates management oversight of the process

Superannuation Policy Committee

- Membership consists of equal employer & member representatives
- Provides a linkage between members, the employer sponsor & the trustee
- Commitment to protect the interests of members & beneficiaries of the fund
- Meetings held quarterly
- Minutes recorded

Nominations & Remunerations Committee

- Review appointments for Board Positions
- Nominate CEO appointment to board

Disability and Community Services

- Business Development & Products Marketing
- Accommodation Residential & In Home Support
- Respite
- Community Services
- Education Services
- Ageing Services
- Children Services
- Finance & Business Support & Area Admin

Employment Services

- ADEs
- Social Enterprise
- DES
- Business Development & Products Marketing
- Commercial Enterprises
- Finance & Analysis

Client Services

- CAS Unit
- CIMU
- Complex Support Advice Team
- Research & Policy

Financial Management

- Long term financial modelling
- Monthly management accounting & analysis
- Budget process & re-forecast
- Capital asset planning
- Treasury – cash flow management / forecasting
- Procurement – value for money considerations

Risk Management

- Formal risk evaluation framework
- Database management system & risk register
- Insurance evaluation & placement
- Complaints management system
- Rehabilitation (return to work)
- Workers compensation
- Recognise & manage risk (culture, reporting framework, compliance, risk oversight)

Safe Practice & Environment

- WHS & IM Site Risk Profile Audits
- Zero Harm at Endeavour Foundation philosophy
- WHS & IM Strategic Plan

Quality Management (Corporate Services)

- Implement quality framework (Australian Standards)
- Development of quality procedures
- Document control & distribution
- QMS management & continuous improvement
- Assess System Improvements Suggestions
- Perform Self Evaluation of Processes
- Perform internal quality audits

Standards & Compliance

- Case Management Brokerage
- Business Employment

Corporate Services

- Organisational Development
- HR & Payroll
- Risk & Compliance
- Quality
- Information Technology
- Finance
- Asset Management
- Procurement
- Grants

Supporter Enterprises

- Retail
- Lotteries & Bingo
- Events
- Philanthropy / Customer Support
- Wine & Merchandise
- Business Development & Products Marketing
- Design Services
- Finance & Analysis
- Customer Support
- Membership

- Non-conformance identification & management of corrective actions
- Manage external quality reviews (SAI Global)

Project Management

- Business case, realisation benefits & board approval
- Risk register
- Steering committees

Staff Meetings

- Multifunctional/monitoring
- CEO/EGM weekly team meetings
- CEO organisation-wide visits
- Senior management forum

Human Resources

- HR consultancy (based on best practice)
- Industrial relations
- Training
- Code of conduct
- Remuneration

Strategic Planning

- NDIS planning
- Supported by research driven analysis

Information Technology

- Disaster recovery framework
- Mature IS governance practices
- Integrated strategic planning

* Professor Stephen Bartos, National Institute for Governance, Canberra.

Corporate Governance Continued

Endeavour Foundation supports people with a disability to have the choices of an ordinary life.

ENDEAVOUR FOUNDATION KEY STAKEHOLDERS

- Clients & Supported Employees
- Parents / Guardians of Service Users & Supported Employees
- Members
- Staff & Volunteers
- DCCSDS
- FaHCSIA
- Financial Institutions (Banks)
- Donors
- Outsourced Workers/Contractors
- Corporate Partners
- Suppliers
- Consultants
- Customers
- Police services
- Governments
- Dept of Workforce Relations (DEWR)
- Employer Groups / Unions
- Universities / Academics
- Media
- WHS & Workers Compensation Regulatory Authority

GOVERNANCE & CONTROL

ACCOUNTABILITY FRAMEWORK

PERFORMANCE MANAGEMENT SYSTEMS

CEO Oversight

- Cash balances to increase
- Operating results to be positive
- Increase in net equity
- Dashboard management oversight

Employment Services

- In excess of 20 KPIs (Key KPIs)
- Gross margin/supported employee per hour
- Operational expense/supported employee per hour
- Supported employee income supplement per employee
- Funding agreement & acquittal

Disability and Community Services

- Service unit rates
- Output based service agreements
- Disability service standards
- Client to staff ratios
- Funding levels
- Cost of service
- Viability

Client Services

- Stakeholder engagement strategies targeting the people we support and their families
- Systems advocacy
- Compliant and timely complaint and incident management driving service improvement
- Facilitation of relevant research
- Support for NDIS readiness
- Supporting practice compliance with legislative requirements
- Positive behaviour support strategies
- Support for employees in and compliance of ADEs

Supporter Enterprises

- Net surplus
- Number of supporters
- Brand awareness
- New propositions/offers
- Geographic expansion

Corporate Services

- Effective management of cash flows (operating funds/working capital)
- Internal customer satisfaction
- Gearing ratio
- Current ratio

DECISION MAKING

SERVICE DELIVERY

CEO & MANAGEMENT OVERSIGHT, MONITORING, CONTROL, REVIEW & REPORTING

Board Reporting

- CEO report to the Board (monthly)
- EGM – Business Unit Progress in achieving the Business Plan (as scheduled)
- Board ePapers

Meeting Governance & Statutory Requirements

- Compliance statement is completed six monthly

Management Oversight Processes

- Controls self assessment
- Financial accountability (monthly accounts)
- Various management checklists
- Direct management oversight of processes, eg: authorisation of payments

Financial Viability & Sustainability

- 5 year long term financial model

CAS Unit

- Family satisfaction survey
- Stakeholder survey

Internal Audit

- Annual audit programme
- Governance, risk, & control
- Independent reporting line to the Audit Committee
- Audit Committee performance review

Project Management

- Post-Implementation Review

COMMITTEE MONITORING OVERSIGHT & REVIEW

General Principles

- Review of committee decisions to ensure they have been implemented
- Committee self-evaluation
- Ongoing review of each committee charter
- Structured agenda
- Distribution of reports prior to meetings

Audit Committee

- Review of Code of Conduct & key governance policies
- Financial report & oversight
- Annual report
- Review of internal audit programme

Abuse Advisory Committee

- Meets quarterly
- Minutes are recorded
- Reports to the Board through the CEO

Client Services Committee

- Meets quarterly
- Minutes are recorded
- Reviews reports & recommendations of external advisory committee

Complaints Management Advisory Committee

- Meets quarterly
- Minutes are recorded
- Reports to the Board through the CEO

Zero Harm Committees

- Oversight of Internal WHS & IM Site Risk Profile Audit program
- Review progress of WHS & IM Strategic Plan

Risk Committee

- Monitor the management of Endeavour Foundation's exposure to risk
- Coordinate the activities of & receive reports from all risk related functions & committees
- Receipt & review of risk incident reports
- Business continuity planning/crisis management

Information Services Governance Committee

- Meets monthly
- Minutes are recorded

Quality Management Committee

- Continuous improvement review
- Monitor quality audits
- Review action plans
- Monitor progress policies & procedures
- Monitor & review indicators
- Quarterly meetings

Superannuation Policy Committee

- Trustee communication to members
- Employer web site to facilitate member awareness

Property Task Force

- Board report

EXTERNAL ACCOUNTABILITY

External Audit (KPMG)

- True & fair view opinion
- Compliance to Australian accounting standards

Annual Report

- Financial stewardship
- Corporate governance disclosure

External Quality Audit (SAI Global)

- Compliance

External Audit – WH&S (HACCP)

- Compliance

External Audit – Acquittals

- FaHCSIA & DoC – acquittals & reporting (service agreements & service standards)
- Timeliness, cash flow requirements
- Compliant

External Audit DoC (Funding Accountability)

- Funding agreements
- National minimum data set reporting

LEGEND

ADE	Australian Disability Enterprise
CAS	Community & Advocacy Support
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIMU	Complaints & Investigation Management Unit
CRPD	Convention of Rights for People with a Disability
DCCSDS	Department of Communities, Child Safety and Disability Services
DES	Disability Employment Services
DGR	Deductable Gift Recipient
DoC	Department of Communities
EGM	Executive General Manager
FaHCSIA	Department of Families, Housing, Community Services & Indigenous Affairs
GM	General Manager
GSA	General Service Agreement
HACCP	Hazard Analysis & Critical Control Point
IM	Injury Management
IS	Information Services
KPI	Key Performance Indicator
NDIS	Disability Care Australia
QA	Quality Assurance/Audit
QMS	Quality Management System
WHS	Work Health & Safety

HOW CORPORATE GOVERNANCE WORKS

- ① How do we control and report on our decisions?
- ② How do we report on our service delivery outcomes?
- ③ Is our reporting sufficient, accountable & transparent?
- ④ Are our processes ethical & compliant?
- ⑤ Do processes and policies aspire to good practice?
- ⑥ How do we ensure high quality service outcomes?
- ⑦ How do we create value for clients?
- ⑧ How do we ensure long-term financial viability?

Board of Directors



Grant Murdoch

Chairman

MCom(Hons), FAICD, FICAA

Appointed to the Board
26 September 2007

Grant joined the Endeavour Foundation Board in 2007. He has more than 40 years' experience as a chartered accountant, with specific experience in mergers, acquisitions, takeovers, corporate restructures and share issues.

Grant resigned as a partner with Ernst & Young and as the Leader of their Transaction Advisory Services in Queensland in September 2011. He is a director and chair of the audit committee of the listed company ALS, a director and member of the audit committee and chair of the remuneration committee of the listed company Cardno, a director and chair of the audit committee of listed company OzForex, a director and member of the audit committee of QIC, a director of UQ Holdings Ltd, a Senator of the University of Queensland and chair of the Risk committee, an Adjunct Professor at The University of Queensland Business School and a member of the Queensland State Council of the Australian Institute of Company Directors. He was a Board management member of the Queensland Deaf Society for 10 years.



David de Villiers

MA, HED, AdvDipEd, MAICD, PSM

Elected to the Board
3 May 2005

David has been involved with Endeavour Foundation since 1996, bringing substantial experience in special education and child psychology.

He has a passion for supporting people with disabilities, and has been awarded the Public Service Medal (PSM) for services to Special Education.

A registered psychologist, David's earlier experiences included a role in human resource management with Mobil Oil, and practicing in a child psychological clinic. He was Principal of Rosella Park School for students with a disability and has lectured in psychology and education at Central Queensland University.

A past director of the Peter Pan Training Centre (for young children with a severe disability) and former trustee of the Braveheart Foundation, David is a member of Endeavour Foundation's Central Queensland Area Committee.



Kate Swindon

BCom, FCA, FAIM

Appointed to the Board
13 July 2010

Kate is the Chief Financial Officer for the Anglican Church Southern Queensland, and CEO of ANFIN. She has more than 20 years' experience in corporate tax consulting and business services in the financial services and resource sectors.

Kate's broad corporate experience includes her role as Head of Client Solutions at leading Australian funds manager QIC, with responsibility for the multi-sector client relations team. Previously Kate was corporate tax counsel, providing tax consulting and structuring advice to QIC investment and corporate teams. She has also been Asia Pacific Head of Tax for Duke Energy International and has held senior roles with Deloitte and Ernst & Young.

Kate is a Fellow of Chartered Accountants Australia New Zealand (previously ICAA), Deputy State Chair of the Queensland Regional Council and Deputy Chair of the Corporate Advisory Panel.



Tony Bellas

BEcon, DipEd, MBA, MAICD, ASA, FAIM

Appointed to the Board
14 February 2011

Tony Bellas is Chairman of ERM Power, CTM Travel and Shine Lawyers, director of a number of other unlisted companies in Queensland and the principal of a corporate consulting company.

Mr Bellas has previously held Chief Executive roles at Seymour Group, Ergon Energy and CS Energy and was also a Deputy Under Treasurer with oversight of Fiscal Strategy, Office of Government Owned Corporations and Office of State Revenue in Queensland Treasury.

In May 2012, Mr Bellas was appointed by the Queensland Government to chair an Independent Review Panel examining electricity network costs in Queensland.

Mr Bellas has an MBA from QUT, and a Bachelor of Economics and Diploma in Education from the University of Queensland. He is a Fellow of the Australian Institute of Management, and Member of the Australian Institute of Company Directors and CPA Australia.



Alison Semple

LTCL, BA, Grad Dip Tchg (Resource), Grad Cert Theol.

Elected to the Board
30 November 2012

Alison's passion is people, reflected in her career as a secondary teacher specializing in Mathematics, English and those with special needs. She has three children, including a special 37 year old who lives with a severe intellectual disability and communicates with an electronic device. Alison is a Brisbane girl; her husband was raised on a cattle property and they enjoyed living in a regional city. She and her husband have advocated for decades serving on management committees. Currently Alison is the deputy-chair of Metropolitan Brisbane Area Committee. She has been the parent representative on Endeavour Foundation working groups including the Complaints Advisory Committee. She and her husband have an active network of families within the sector, many not involved with Endeavour Foundation, enabling them to remain aware of trends within the wider sector.



Suzie (Suzanne) Thorpe

AAICD, Dip Marketing.

Elected to the Board
30 November 2012

Suzie has been involved with Endeavour Foundation since the early 1980s; she has had a long personal connection because her son, who has Downs Syndrome, has had a 33 year career with the organisation.

She is vice chairman of Endeavour Foundation's South East Queensland Area Committee, Board representative on Endeavour Foundation's Client Services Committee and has had over 25 years membership in the Gold Coast Recreation and Sport group, which specialises in recreation for people with a disability. Suzie has had a lifelong dedication to improving services and facilities for people with a disability, is an Honorary Life Member of the IHC, (Endeavour Foundation's sister International Disability Organisation), and is passionate in continuing to effect positive change in an area she has already devoted much of her life to.

Suzie is a member of the Australian Institute of Company Directors. As a retired marketing and promotions professional and small business owner Suzie is keen to draw on her professional skills to channel her experience in business and advocacy into the area she has been so passionate about all her life.



Scott Ellis

BBus, ASA, AAICD

Elected to the Board
22 November 2013

Scott has worked in the commercial and corporate finance industry for 17 years, dealing with many diversified industries.

His experience has led him to recognise that every situation differs from the last, and he believes in working with people to find the best solution.

Scott has an older brother with a disability and has been around the Endeavour Foundation community for more than 30 years.

He has been involved with the Brisbane Metro Area Committee since its formation.

He is passionate about ensuring that Endeavour Foundation is successful so that people with a disability have the best options available for a happy and full life.



Pedro Mendiolea

BE (Hons) GDMgt MIEAust
RPEQ CPEng

Elected to the Board
22 November 2013

Pedro Mendiolea is an Associate Director in the professional services company AECOM Australia and has worked for over 30 years in the civil and water infrastructure areas in both private practice and government. He is a member of Endeavour Foundation's North Queensland Area Committee.

Holding an honours degree in Civil Engineering with post Graduate qualifications in Management, he is a member of the Institution of Engineers Australia and a Registered Professional Engineer in Queensland.

Pedro contributes much of his free time as a volunteer and is currently on the Board of Saints Catholic College at James Cook University, President of a North Queensland cultural organisation and member of the Australian Water Association (AWA) Regional Conference Committee. In 2012 he was awarded the AWA Regional Service award for Queensland.

His sister Ana is a long term client and supported employee of Endeavour Foundation. Pedro aims to contribute to ensuring that Endeavour Foundation adapts well to the challenges of the NDIS.



Yvonne Keane

Appointed to the Board
26 May 2014

Yvonne is an award winning TV producer, SugarBaby Cosmetics founder, and a councillor on Hills Shire Council in Sydney. Formerly a TV presenter and magazine columnist, Yvonne's life changed with the birth of her first Child, Asher, who is hearing impaired.

In 2009, Yvonne founded the Hear the Children Early Intervention Centre, which provides life-changing early intervention to hearing-impaired babies and preschoolers. Yvonne then established Reach for the Rainbow to raise funds for underfunded early intervention services, and chairs Run for the Hills, a Fun-Run and Family Festival, attended by 35,000 in 2013.

Yvonne's outstanding contribution has been recognised with awards from her local community, the University of Western Sydney, the New South Wales government and the Federal government.

Yvonne delights in her family, which includes her husband Anthony and her children Asher and Saskia. She is passionately committed to the disabilities community and raising awareness about the benefits of early intervention. Yvonne's goal is to use her skills to influence positive change for people living with a disability.

Changes to Board of Directors

Shane Charles:
Resigned 22
November 2013

Edward Mason:
Resigned 22
November 2013

Sally Herman:
Resigned 22 July 2012

Pedro Mendiolea:
Elected November 2013

Scott Ellis:
Elected November 2013

Yvonne Keane:
Appointed May 2014

Executive Management



David Barbagallo

Chief Executive Officer

BSurv, MTM, Dip Mgt.

David Barbagallo was appointed CEO of Endeavour Foundation in February 2009.

During his tenure, David has emphasised the need for the training and development of staff and volunteers. There has also been an increased focus on strategic planning and performance management.

David has devoted considerable time to issues associated with the introduction of NDIS including workforce planning. He has also placed renewed emphasis on the need for Endeavour Foundation to be responsive to the needs and aspirations of people with a disability and their families. David's past roles include senior positions in industry, government and academia.

He has degrees in Surveying and Technology Management and is an Adjunct Professor of Information Technology at Queensland University of Technology.



Rod Cameron

Executive General Manager

Corporate Services

BComm (Hons), MBA, MFM, CPA, FAICD

Rod Cameron is a highly experienced financial executive with extensive multinational experience in the energy, resources and infrastructure sectors. He has more than 30 years' commercial skills and experiences in rapid growth businesses.

Rod has held roles as non-executive director and deputy chairman for ASX listed companies, executive director of a Fortune 500 company, chief financial officer of ASX and NYSE listed multinational corporations, and managing director and executive director of Australian private companies. He has expertise in risk, remuneration, audit, strategic planning, mergers and acquisitions, raising debt and equity finance, and has previously founded a successful boutique corporate advisory business.

In leading our Corporate Services team Rod aims to deliver and instill a focus on client service while delivering commercially astute outcomes for the benefit of key stakeholders.



Gail Davidson

Executive General Manager

Disability and Community Services

GAICD

Gail has been with Endeavour Foundation for more than 23 years in various management roles and is responsible for the provision of support to more than 1,430 people with a disability in in 1,909 placements at 246 sites.

Gail and her team have a specific focus on the implementation of the NDIS and how the organisation will meet this important positive challenge.

She is a Board member of the Gladstone Ports Corporation and Gladstone Foundation Board of Advice. She is also a graduate of the Australian Institute of Company Directors, and is completing a Masters in Disability Studies.

Gail was previously a member of the Disability Council of Queensland, the Inaugural Chair of the Regional Disability Council of Central Queensland and a member of the Quality Complaints Management Committee advising the Minister for Disability and Community Services.

She held three terms on the Gambling Community Fund Board under Queensland Treasury and currently sits on a National Committee advising Policy Development in Accommodation for the NDIS.



Andrew Donne

Executive General Manager

Employment Services

BBus

Andrew joined Endeavour Foundation in 2004.

He is responsible for the overall management of Endeavour Foundation's 28 Australian Disability Enterprises, with a dual focus of ongoing improvement in both the commercial outcomes for the organisation and employment outcomes for supported employees. In recent years, this focus has resulted in a number of major new commercial contracts which has helped improve Endeavour Foundation's commercial viability and provided greater employment opportunities.

Under Andrew's leadership, Endeavour Foundation is the largest employer of people with a disability in Australia, providing support to 2,125 people in the workplace.

Andrew has extensive commercial experience at Linfox Transport, Shell, Pacific Dunlop and McDonalds.



Leanne Ferris

Executive General Manager

Supporter Enterprises

MBA, Acc.Cert, GAICD

Leanne was appointed General Manager in October 2011 with the recognition that our growing consumer and supporter fundraising activities (retail stores, lotteries and bingo) should be separate from our large network of supported employment and disability services. Leanne now also oversees events, philanthropy, fundraising, corporate partnerships and visual identity.

With more than 25 years of experience in executive roles leading marketing, product development, retail, operations, and organisational improvement programs, Leanne has owned and worked for Australian and multi-national companies focused on consumer product markets. Her current challenge is to transform fund-raising enterprises through organic and interstate expansion by placing the customer at the centre of our value propositions. Leanne also brings a strong focus on establishing more integrated relationships with Endeavour Foundation's lifeblood – our wonderful supporters.



Michael Moodie

Director Projects Office and Manager Strategic Partnerships

BA, BSocWk, MPubAd, MPH (Hons), FCHSM

Michael is the Director of the Project Management Office, responsible for the coordination and oversight of strategic projects, through which the organisation responds to opportunities such as the NDIS. He is also the manager of strategic partnerships, developing partnerships which better position Endeavour Foundation to provide comprehensive services for people with a disability. Through leadership, he ensures that good human service, business and governance models are applied to the many changes and developments underway within Endeavour Foundation.

Michael has extensive experience in the public sector and has held senior roles in the state health departments of Queensland, Western Australia and New South Wales. Having begun his professional life as a social worker in a disability support service, Michael has also implemented capital works, IT, policy, planning and restructure projects and has been CEO of a number of health services. He has professional interests in safety and quality, and in integrated care.



David Curd

Executive General Manager

Strategy & Growth

B.Ed, Dip. Teach, M.B.A., FAICD

David has more than 20 years' experience in the government, business and community sectors. David was awarded a Winston Churchill Fellowship to study community development and is the founding member and Managing Director of the Community Solutions Group Ltd, an innovative and diversified community service organisation which amalgamated with Endeavour Foundation in October 2014.

David is a Director of Job Futures Ltd, a leading NGO national employment services contract manager. David is a member of the National Disability Service (NDS) State Committee. He was awarded the Medal for Management Excellence at the Australian Institute of Management (AIM) Management Excellence Awards 2012.

David is accredited through the Australian Institute of Company Directors and has a passion for engaging with government, business and community sectors to create community capital, through sustainable social service business models.

Changes to Executive Management

Carol Bunt:

Resigned 21 May 2014

David Curd:

Appointed Executive General Manager Strategy and Growth 1 October 2014.

Financial Overview

The consolidated annual financial statements of the Endeavour Foundation Group for the financial year ended 30 June 2014 comprise Endeavour Foundation ("the Company") and its controlled entities, referred to collectively as ("the Group"). In addition to the existing controlled entity, Endeavour Foundation Endowment Challenge Fund, during the current financial year two further entities were added to the Group. Following agreement to merge their respective operations and net assets with those of Endeavour, VATMI Industries Ltd (VATMI), a Victorian based provider of supported employment services, joined the Group from 27 November 2013, whilst National Disability Living Solutions Ltd (NDLS), involved in providing and managing built environment solutions for people with a disability or other disadvantaged groups, joined the Group with effect from 1 July 2013. A brief summary of the Group's annual financial statements is presented below.

The Group recorded an operating surplus for the current financial year of \$2,041,000 compared to an operating surplus of \$868,000 in the previous year. This improvement in the operating result was due primarily to the following factors:

- A significant improvement in the total contribution made by the Supporter Enterprises division of \$2,071,000 compared to a deficit of (\$997,000) in the previous period, driven by a significant increase in the contribution made by the Endeavour Foundation Lotteries and an improvement in the result from the Endeavour Foundation Recycled Clothing Stores. The improved lotteries result has been assisted by the introduction of the three special "gold bullion" lotteries in the current financial year. The Supporter Enterprises division provides a much needed boost to help close the funding gap between government funding received and the cost of providing services. This division also includes costs associated with brand development in relation to all visual mediums and internal and external promotional publications.
- A small reduction in the operating results of the Disability and Community Services division, due to increased operating costs at 7.6 percent outstripping the 6.9 percent increase in operating revenues.
- A further reduction in the operating results from Endeavour Foundations Business Services, down to a deficit of (\$1,746,000) for the current year, compared to a surplus of \$620,000 in the previous period, driven largely by the flow-on effect of the downturn in the mining sector and the negative contribution made by the inclusion of VATMI Industries Ltd operations for the first time.
- Non-recurrent corporate project costs associated with the implementation of a new payroll system and improved IT systems.

Operating surpluses are necessary to help fund capital expenditure, which is typically not funded from recurrent

government subsidies, and to build a buffer for future unexpected business shocks. The financial year's operating surplus represents less than 1.10 percent of operating revenue (2013: 0.52 percent), providing a marginal operational buffer.

The Group's net surplus for the current financial year, after recognising significant non-operating revenues of \$11,597,000 was \$13,638,000. In the year 2012-13 the Group recorded a comparative net surplus for the year of \$3,485,000 after recognising non-operating revenues of \$2,617,000. In the current period, non-operating revenues included significant net gains on the acquisition of VATMI and NDLS of \$8,203,000, gains on property sales of \$1,234,000 and non-recurrent government capital grants and other capital donations of \$2,160,000 (2013: \$2,617,000).

Financial highlights during the year included:

Income Statement

Operating revenues increased by 11.0 percent over the prior year to a record level of \$186,099,000, with revenue growth being recorded across all three of the main operating divisions of Disability Services, Endeavour Industries and Supporter Enterprises. The merger with VATMI has contributed to most of the revenue growth in the Endeavour Industries division. The Supporter Enterprises division has seen significant revenue growth in the current financial year, increasing by \$3,994,000 or 14.9 percent to \$30,830,000, principally due to an improvement in ticket sales for the seven prize home lotteries that are run each year and the inclusion for the first time this year, of three special "gold bullion" lotteries for the automatic purchase customers.

Endeavour Foundation continues to be heavily reliant on both the Federal and State Governments to subsidise the services it provides to its service users, with government subsidies representing 56.4 percent of total operating revenue (2013: 59.1 percent). Government subsidies increased by \$5,918,000 or 6.0 percent to \$104,965,000, reflecting a combination of growth in services (principally attributable to VATMI) and some indexation of existing subsidies and the inclusion of additional services in the Disability Services division.

Operating expenses increased by 10.3 percent, or \$17,204,000 to \$184,058,000 for the year. This is only slightly less than the 11.0 percent increase in total operating revenues, reflecting the tight margins under which the organisation operates and the risks inherent in those areas of the business that have exposure to variable commercially

generated revenue streams, but which have inelastic cost bases unable to be quickly reduced across the period.

The resultant gap between the 11.0 percent increase in revenues and the 10.3 percent increase in expenses flowed through to record an increased operating surplus for the year of \$2,041,000.

Non-recurrent government capital expenditure grants and other capital donations of \$2,160,000 (2013: \$1,112,000) continue to provide an important cash supplement for capital asset acquisitions and improvements. The total capital expenditure spend on property in 2014 was however \$5,566,000 (2013: \$8,268,000), leaving more than 61 percent of the current year's capital infrastructure spend to be funded from internal cash reserves.

Balance Sheet

Endeavour Foundation is in a sound financial position at 30 June 2014, with a healthy bank balance and low levels of interest bearing debt. It continues to maintain and grow a strong balance sheet with current assets exceeding current liabilities by \$7,142,000 at balance date (2013 net current assets of \$4,930,000).

The year-end cash balance of \$11,905,000 includes quarantined cash of \$10,695,000. Of these quarantined balances, \$5,741,000 represents income received in advance, with the remaining \$4,954,000 being internally quarantined as a "capital future fund" to provide funding for the construction of new and replacement capital infrastructure which has aged well beyond the scope of useful life.

The increase in property, plant & equipment to \$81,142,000 is largely attributable to the non-current assets acquired as part of the VATMI and NDLS acquisitions during the year, but also includes other cash spending on property, plant and equipment of \$9,000,000.

The funding position of the defined benefit plan improved significantly by \$1,822,000 during the year, moving from a marginal net asset position of \$130,000 to a healthy net asset position of \$1,952,000 at period end, reflecting a combination of higher values of the plan assets due to improved performance by the investments markets and decreased plan liabilities. This resulted in a non-cash actuarial gain for the year of \$1,773,000 being recognised directly through retained earnings in the Statement of Comprehensive Income, in accordance with the Group's accounting policy for the defined benefit plan.

The balance sheet remains strong, with low gearing and total equity increasing by \$15,500,000 to \$84,405,000, reflecting a combination of the effects of a larger net surplus for the year and the effect of the non-cash actuarial gain from the defined benefit fund, recognised directly through retained earnings.

Cash Flow Statement

Net cash provided by operating activities remained strong at \$6,117,000, decreasing by \$2,667,000 compared to the previous period, due largely to the effect of the increased net surplus for the year, off-set by increased working capital funding. The cash generated from operating activities was sufficient to fully cover both the net cash spend on investing activities of \$5,510,000 and the repayment of borrowings of \$346,000, resulting in a \$261,000 increase in the cash and bank balances for the year, to record a closing balance of \$11,375,000 at period end.

The accompanying graphs and tables include a financial overview of Endeavour Foundation Group's operating results and its financial position at 30 June 2014.

Audited Financial Report

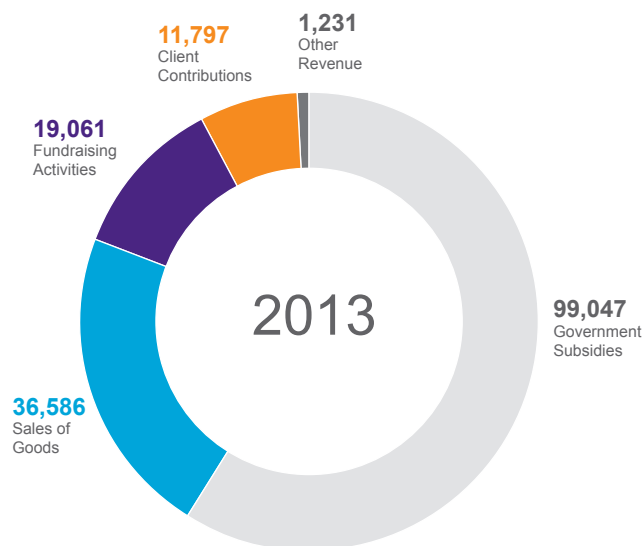
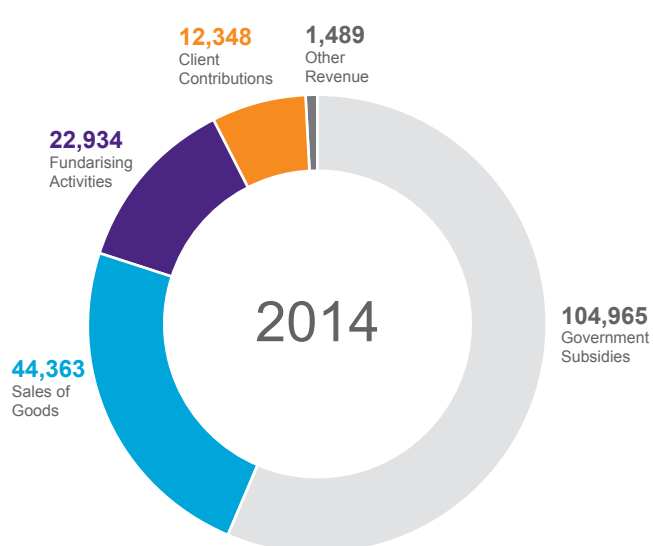
The audited full statutory Annual Financial Report for the year ended 30 June 2014 is available as a separate document. A Summary Financial Report, which is an extract of the audited full statutory Annual Financial Report, is included in the final section of this Annual Report. The full statutory Annual Financial Report is available to members upon request and without charge, by phoning 07 3908 7100 or may be downloaded from www.endeavour.com.au.

Financial Overview Continued

Divisional Results (\$'000)

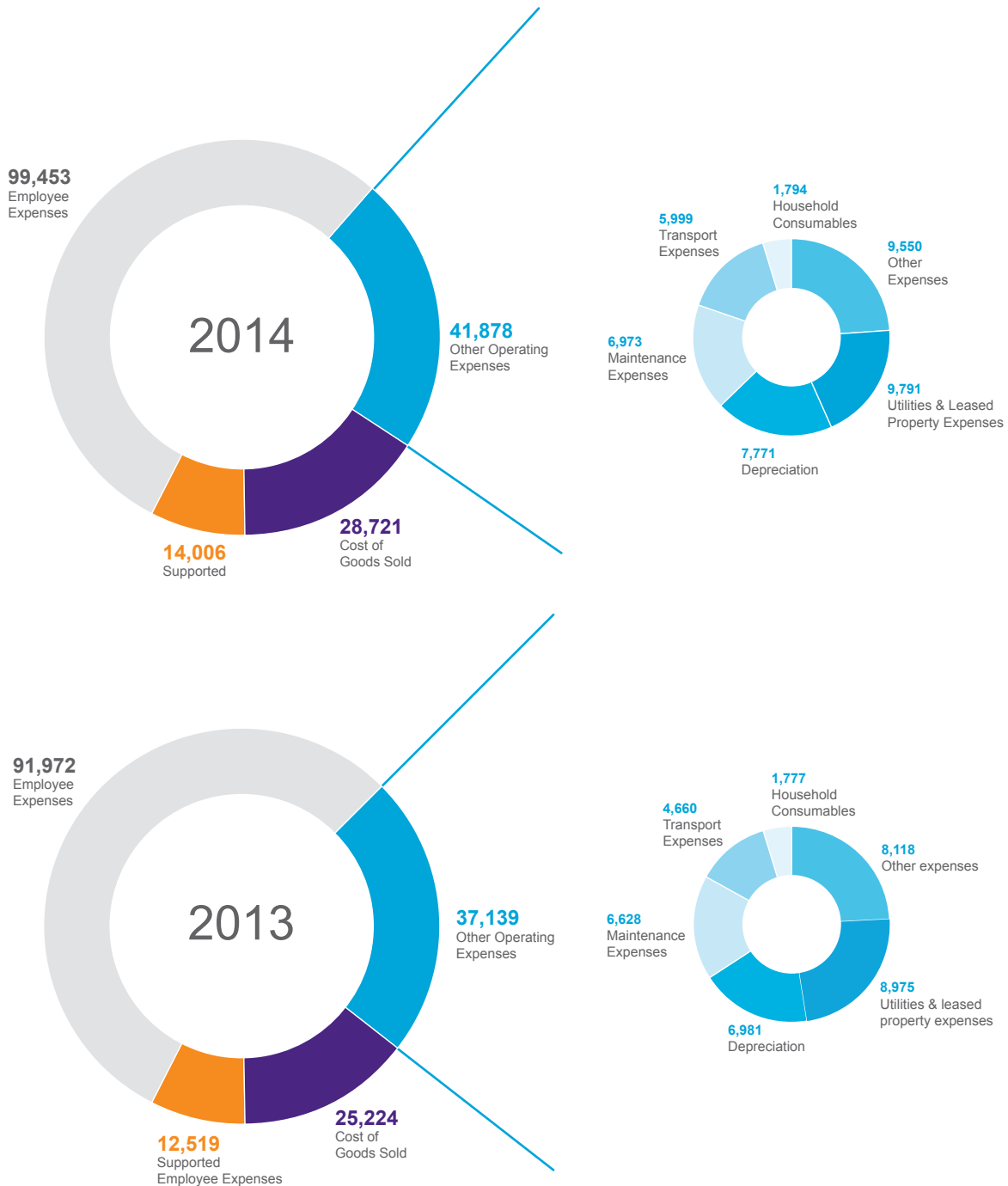
Divisional Results	Disability Services		Endeavour Industries		Supporter Enterprises		Corporate & Infrastructure		Total Foundation	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
Operating Revenue	89,490	83,693	60,897	53,512	30,830	26,836	4,882	3,681	186,099	167,722
Operating Expenses	(87,962)	(81,777)	(62,643)	(52,892)	(28,759)	(27,833)	(4,694)	(4,352)	(184,058)	(166,854)
Divisional operating surplus/(deficit)	1,528	1,916	(1,746)	620	2,071	(997)	188	(671)	2,041	868
Non-operating revenue	64	54	85	24	-	206	11,448	2,333	11,597	2,617
Net surplus/(deficit) for the year	1,592	1,970	(1,661)	644	2,071	(791)	11,636	1,662	13,638	3,485

Operating Revenue (\$'000)



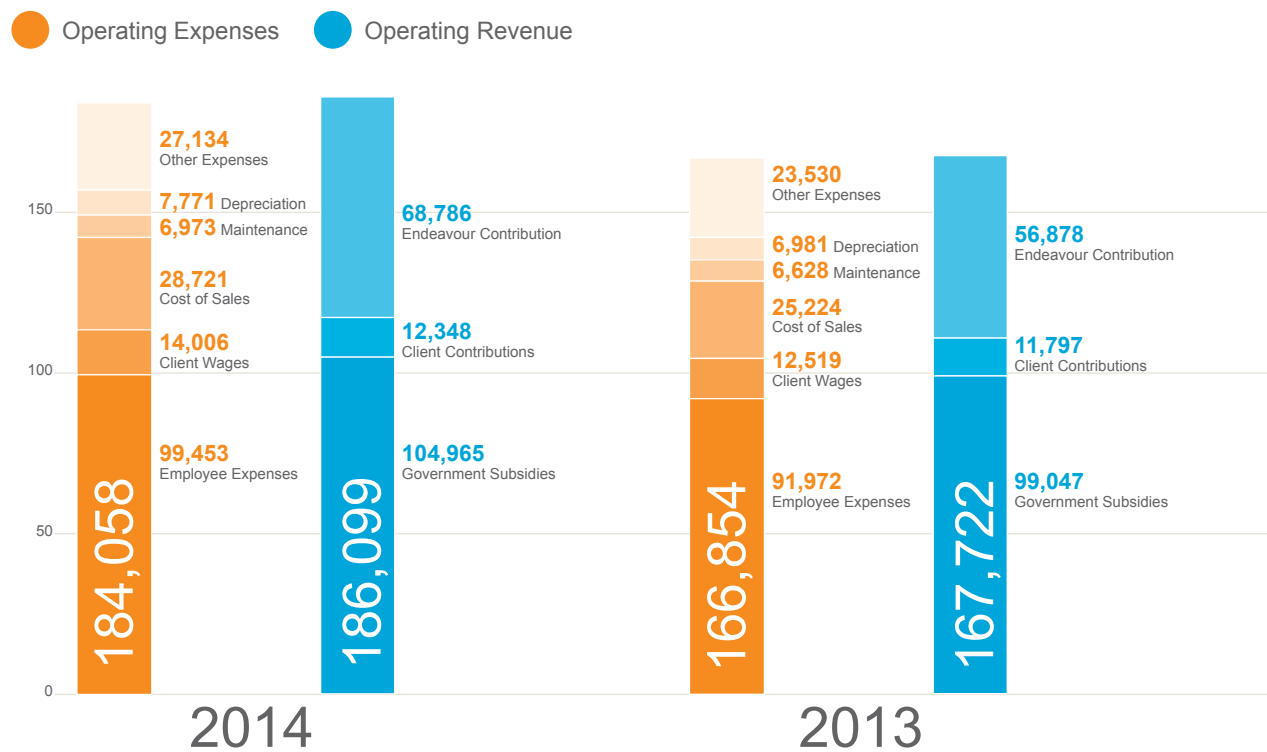
Financial Overview Continued

Operating Expenses (\$'000)



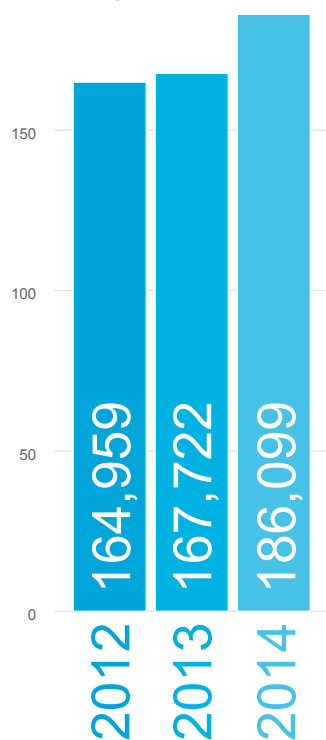
Financial Overview Continued

Bridging the Funding Gap (\$'000)

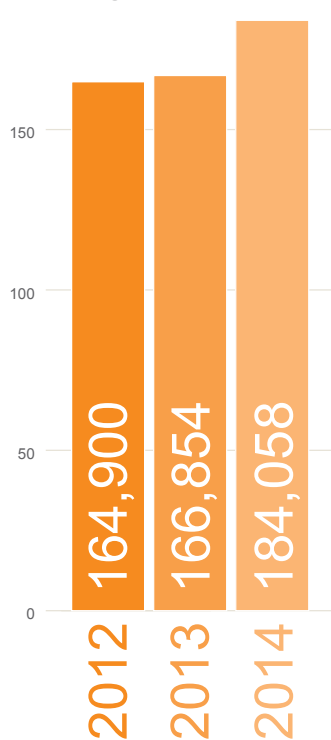


Operating Results (\$'000)

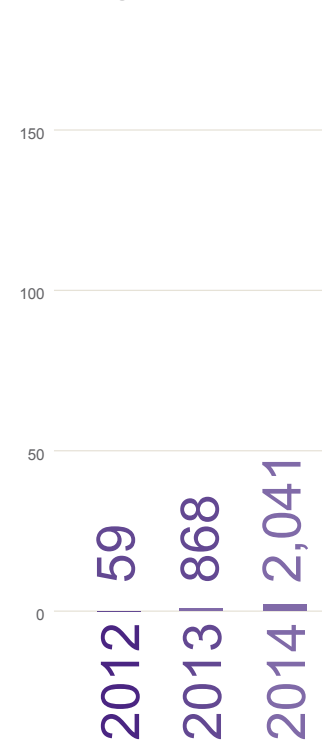
Operating Revenue



Operating Expenses



Operating Surplus



Financial Overview Continued

Summary Financial Performance (5 years) (\$'000)

	2014	2013	2012	2011	2010
Operating Revenues	186,099	167,722	164,959	158,579	145,807
Operating Expenses	(184,058)	(166,854)	(164,900)	(153,348)	(144,113)
Operating Surplus	2,041	868	59	5,231	1,694
Government capital expenditure grants and other capital donations	2,160	1,112	1,926	2,969	1,614
Significant bequest	-	-	-	614	-
Gains on sale of properties	1,234	1,505	217	122	-
Net gains on business acquisitions	8,203	-	-	-	-
Net surplus for the year	13,638	3,485	2,202	8,936	3,308

Summary Financial Position (5 years) (\$'000)

	2014	2013	2012	2011	2010
Assets					
Current assets	36,249	29,095	28,445	30,864	25,913
Non-current assets	84,687	67,259	62,733	58,540	55,192
Total Assets	120,936	96,354	91,178	89,404	81,105
Liabilities					
Current liabilities	29,107	24,165	22,574	22,224	21,805
Non-current liabilities	7,424	3,284	5,212	3,602	4,330
Total Liabilities	36,531	27,449	27,786	25,826	26,135
Net Assets	84,405	68,905	63,392	63,578	54,970

Summary Financial Report

For the year ended 30 June 2014

The attached summary financial statements and other specific disclosures are an extract of, and have been derived from the full Annual Financial Report of Endeavour Foundation ("the Company"), being the Company and its controlled entities ("the Group"), for the financial year ended 30 June 2014. Other information included in the Summary Financial Report is consistent with the full Annual Financial Report.

The Summary Financial Report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the Group as the full Annual Financial Report.

A printed copy of Endeavour Foundation's 30 June 2014 Annual Financial Report, including the Independent Audit Report, is available to all members, and will be sent to members without charge upon request. The 30 June 2014 Annual Financial Report can be requested by telephone 07 3908 7100 or may also be downloaded from www.endeavour.com.au

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Directors' Report

For the year ended 30 June 2014

The Directors present their report together with the consolidated financial report of Endeavour Foundation ("the Company"), being the Company and its controlled entities ("the Group"), for the year ended 30 June 2014 and the Auditor's Report thereon.

Directors

The Directors of Endeavour Foundation at any time during or since the end of the financial year are:

		Experience (in years)	
Name	Qualifications and Special Responsibilities	Board of Directors	Area Committee
Current at 30 June 2014			
Grant Bruce Murdoch (Independent Director)	M Com (Hons), FAICD, FCA Chair Chair of Nominations & Remuneration Committee Member of Audit Committee Chair of Risk Committee (appointed 20/03/14)	7	-
Anthony George Bellas (Independent Director)	B Econ, Dip Ed, MBA, MAICD, ASA, FAIM Deputy Chair (appointed 22/11/13) Chair of Audit Committee (appointed 20/03/14) Member of Risk Committee Member of Nominations & Remuneration Committee	4	-
Yvonne Dianne Keane (Independent Director)	Appointed 26/05/14	1 month	-
Katherine Jean Swindon (Independent Director)	B Com, FCA Member of Risk Committee Member of Client Services Committee	4	-
David Booth de Villiers (Elected Director)	MA, HED, AdvDipEd, MAICD, PSM Chair of Client Services Committee Member of Audit Committee	9	17
Scott Robinson Elton Ellis (Elected Director)	BBus, ASA, AAICD (elected 22/11/13) Member of Audit Committee (appointed 20/03/14) Member of Risk Committee (appointed 20/03/14)	7 months	14
Pedro Mendiola (Elected Director)	BE (Hons), GDMgt, MIEAust, RPEQ, CPEng (elected 22/11/13) Member of Audit Committee (appointed 20/03/14)	7 months	3
Alison Jean Semple (Elected Director)	LTCL, BA, Grad Dip Ed(rsc), Grad Cert Theol, MAICD Member of Client Services Committee	2	14
Suzanne Evelyn Thorpe (Elected Director)	AAICD, Dip Marketing Member of Client Services Committee	2	6

Directors Report **Continued**

For the year ended 30 June 2014

		Experience (in years)	
Name	Qualifications and Special Responsibilities	Board of Directors	Area Committee
Past Directors who served during year			
Sally Herman (Independent Director) (ceased 22/07/13)	BA, GAICD Chair of Risk Committee	3	-
Shane Paul Charles (Elected Director) (ceased 22/11/13)	LLB, FAIM, MAICD Deputy Chair Member of Nominations & Remuneration Committee Chair of Audit Committee	9.5	10.5
Edward Terence Mason (Elected Director) (ceased 22/11/13)	MAICD Member of Risk Committee	3.5	3.5
Resignations since the end of the financial year			
None			

Company Secretary

The Company Secretaries of Endeavour Foundation at any time during or since the end of the financial year are:

Current Joint Company Secretaries

Patrick Stephen Burke	B Bus., Grad Dip. Mgt, Grad Dip Fin Planning, FCPA, FAICD	Appointed 26/08/2013
Eric Duncan Campbell	B Acc.,CA, Grad Dip Project Mgt, GAICD	Appointed 28/11/2013

Past Company Secretary

Svend Erik Kling	B Bus, Grad Dip Mgt, MBA, GAICD	Resigned 26/08/2013
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Directors Report **Continued**

For the year ended 30 June 2014

Directors' Meetings

The number of Directors' meetings (including meetings of committees of Directors) and number of meetings attended by each of the Directors of Endeavour Foundation during the financial year are:

	Board Meetings		Nominations & Remuneration Committee Meetings		Audit Committee Meetings		Client Services Meetings		Risk Committee Meetings	
	A	B	A	B	A	B	A	B	A	B
G B Murdoch	13	13	1	1	4	3	-	-	-	-
A G Bellas	12	11	1	1	2	3	-	-	2	1
S P Charles	6	3	-	-	2	2	-	-	-	-
D B de Villiers	13	10	-	-	4	2	4	4	-	-
S R E Ellis	7	7	-	-	2	2	-	-	-	-
S Herman	1	1	-	-	-	1	-	-	1	1
Y D Keane	2	2	-	-	-	-	-	-	-	-
E T Mason	6	5	-	-	-	-	-	-	1	-
P Mendiolea	7	7	-	-	2	2	-	-	-	-
A J Semple	13	11	-	-	-	-	4	2	-	-
K J Swindon	13	11	-	-	-	-	4	4	2	2
S E Thorpe	13	11	-	-	-	-	4	3	-	-

A – Number of meetings held during the time the director held office during the year

B – Number of meetings attended

Directors Report **Continued**

For the year ended 30 June 2014

Board Processes

To assist in the execution of its responsibilities, the board has established a number of board committees including a Nominations & Remuneration Committee, an Audit Committee, a Client Services Committee and a Risk Committee. These committees have written mandates and operating procedures, which are reviewed on a regular basis.

Details of each board committee are as follows:

Nominations & Remuneration Committee

The Nominations & Remuneration Committee oversees the appointment and induction process for directors and committee members in accordance with the principles laid out in Endeavour's constitution. It is also responsible for making recommendations to the board regarding the selection, appointment and succession planning process for the Chief Executive Officer (CEO), including conducting an annual review of the CEO's performance and remuneration. The Nominations & Remuneration Committee comprised the following members during or since the end of the financial year:

- Mr G B Murdoch (Chair)
- Mr A G Bellas
- Mr S P Charles (ceased 21/11/13)

Audit Committee

The Audit Committee oversees the establishment and maintenance of a framework of internal control and appropriate ethical standards for the management of Endeavour Foundation, including assessing and directing the performance of the internal audit function. The Audit Committee also reviews the performance of the external auditors and normally meets with them twice a year to discuss the external and internal audit plans, and to review the results and findings of the external auditor, the adequacy of accounting and financial controls and to monitor the implementation of any recommendations made.

The committee reviews the draft annual financial report, including approving new accounting policies to ensure compliance with Australian Accounting Standards, and recommends board approval of the annual financial report.

The Audit Committee comprised the following members during or since the end of the financial year:

- Mr A G Bellas (Chair) (appointed 20/03/14)
- Mr G B Murdoch
- Mr D B de Villiers
- Mr P Mendiola (appointed 20/03/14)
- Mr S R E Ellis (appointed 20/03/14)
- Mr S P Charles (Previous Chair) (ceased 21/11/13)

Client Services Committee

The Client Services Committee is responsible for overseeing the continued development and provision of quality services to meet the needs of people with a disability. It is also responsible for the oversight and monitoring of the External Complaints Advisory sub-committee and the Abuse Prevention & Response sub-committee.

The Client Services Committee comprised the following members during or since the end of the financial year:

- Mr D B de Villiers (Chair)
- Ms K J Swindon
- Ms A Semple
- Ms S E Thorpe
- Mr G M Crotty (retired as a director on 30/11/2012 but remained a committee member)

Risk Committee

The Risk Committee provides assistance to the board in its responsibilities of managing risk within the organisation. It is the main body responsible for overseeing the implementation of management's Risk Management System and ensures the maintenance of a robust and effective risk management process and related practises. The committee oversees the implementation of risk management across the organisation, integrates all risk related activities, facilitates and monitors business unit level risk management processes and is responsible for overseeing the strategic risk management process.

The Risk Committee comprised the following members during or since the end of the financial year:

- Mr G B Murdoch (Chair) (appointed 20/03/14)
- Ms K J Swindon
- Mr A G Bellas
- Mr E T Mason (ceased 26/8/13)
- Ms S Herman (Previous Chair) (ceased 22/7/13)

Directors Report **Continued**

For the year ended 30 June 2014

Principal Activity and Objectives

The principal activity of Endeavour Foundation during the year was the provision of support services to people with a disability, with a particular focus on people with an intellectual disability, including Community Advocacy & Support Services, Residential Accommodation & Support Services, Learning & Lifestyle Support Services, Post School Services and Supported Employment Services. In the opinion of the Directors no significant changes have occurred in the nature of these activities during the financial year.

Endeavour Foundation's short and long term focus is to provide opportunities for people with a disability so they may participate in the every day life of the community.

Operating under the core values of *respect, inclusion, integrity and accountability*, the vision of Endeavour Foundation is to:

- be a full service provider in the community services sector with a focus on the individual needs of vulnerable people especially those with an intellectual disability;
- advocate for people with a disability;
- deliver leading services to ensure people have choice in the services they acquire;
- be a sustainable and influential organisation.

In practical terms in order to achieve this focus, projects undertaken by Endeavour are assessed and progressed to achieve outcomes in seven key strategy areas:

1. The employment, development and retention of the best possible human resources, including volunteers.
2. The delivery of world best practice support for people with a disability through the application of evidence based research.
3. National expansion as a single united organisation to increase commercial and brokerage opportunities for services and products and enhance employment outcomes for employees.
4. New and improved business and service models together with better risk and asset management to deliver financial sustainability and a safe work environment.
5. The development of a customer focus and quality culture in the organisation to improve adaptability to changing environments and ensure long term viability.
6. Improved stakeholder relations with the wider community and corporate sector through better communications, brand development and management.
7. Increased and better use of technology and digital media systems to enable best practice and innovation.

Endeavour Foundation measures its performance through an independently conducted periodic Family Satisfaction

Survey and a suite of key performance indicators, set at the Governance, Executive Management and Organisational Management levels.

Preparation of Consolidated Financial Statements

The consolidated annual financial statements comprise Endeavour Foundation ("the Company") and its controlled entities ("the Group").

Results

The Group recorded an operating surplus for the current financial year of \$2,041,000 compared to an operating surplus of \$868,000 in the previous year. This improvement in the operating result was due primarily to the following factors :

- A significant improvement in the total contribution made by the Supporter Enterprises division of \$2,071,000 compared to a deficit of (\$997,000) in the previous period, driven by a significant increase in the contribution made by the Endeavour Foundation Lotteries and an improvement in the result from the Endeavour Foundation Recycled Clothing Stores. The improved lotteries result has been assisted by the introduction of the three special "gold bullion" lotteries in the current financial year. The Supporter Enterprises division provides a much needed boost to help close the funding gap between government funding received and the cost of providing services. This division also includes costs associated with brand development in relation to all visual mediums and internal and external promotional publications.
- A small reduction in the operating results of the Disability and Community Services division, due to increased operating costs at 7.6 percent outstripping the 6.9 percent increase in operating revenues.
- A further reduction in the operating results from Endeavour's Business Services, down to a deficit of (\$1,746,000) for the current year, compared to a surplus of \$620,000 in the previous period, driven largely by the flow-on effect of the downturn in the mining sector and the negative contribution made by the inclusion of VATMI Industries Ltd operations for the first time.
- Non-recurrent corporate project costs associated with the implementation of a new payroll system and improved IT systems.

Operating surpluses are necessary to help fund capital expenditure, which is typically not funded from recurrent government subsidies, and to build a buffer for future unexpected business shocks. The current year's operating surplus represents less than 1.10 percent of operating

Directors Report **Continued**

For the year ended 30 June 2014

revenue (2013: 0.52 percent), providing a marginal operational buffer.

The Group's net surplus for the current financial year, after recognising significant non-operating revenues of \$11,597,000 was \$13,638,000. In the year 2012-13 the Group recorded a comparative net surplus for the year of \$3,485,000 after recognising non-operating revenues of \$2,617,000. In the current period, non-operating revenues included significant net gains on the acquisition of subsidiaries of \$8,203,000 (as detailed further in Note 29 to the full Annual Financial Report), gains on property sales of \$1,234,000 and non-recurrent government capital grants and other capital donations of \$2,160,000 (2013: \$2,617,000).

Dividends

The Company and its controlled entities are prohibited by their Constitutions from paying dividends.

Events Subsequent to Balance Date

Since 30 June 2014 and the date of this report there has not arisen any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Group, the results of those operations, or the state of affairs of the Group, in future financial years, other than already disclosed in the Notes to the Financial Statements.

Environmental Regulations

The Group's operations are subject to various environmental regulations under both Commonwealth and State legislation. The Group has an established risk management system which identifies environmental hazards and ensures appropriate controls are adopted. The appropriate licences and consents are in place at each site in accordance with various environmental regulations.

The Directors are not aware of any breaches of the legislation which are material in nature.

Review of Operations

Operations of the Group during the year are reviewed in the Chair's and CEO's report in the separately issued Annual Report.

Directors' Benefits

Information on Directors' benefits is set out in the following notes to the full Annual Financial Report:

- a. No Directors' Fees are payable
- b. No Related Party Transactions with Directors exist (Note 23)

Directors' Interests in Contracts

No contracts involving Directors' interests were entered into since the end of the previous financial year, or existed at the end of the financial year (Note 23 of the full Annual Financial Report).

Indemnification and Insurance of Officers

Indemnification

The Endeavour Foundation Constitution requires Endeavour Foundation to indemnify any person who is an officer of Endeavour Foundation, including the Directors, the Secretary and other executive officers, against a liability incurred as such an officer, unless the liability arises out of conduct involving a lack of good faith. Officers of Endeavour Foundation are also indemnified against a liability for costs and expenses incurred in defending civil or criminal proceedings involving them as such officers, if judgement is given in their favour or if they are acquitted or granted relief.

Insurance

Endeavour Foundation has paid a premium in respect of a contract insuring Directors and Officers of Endeavour Foundation, against a liability for costs and expenses incurred by them in defending civil or criminal proceedings involving them as such officers, with some exceptions.

The external auditors of Endeavour Foundation are not included in this policy.

Directors Report **Continued**

For the year ended 30 June 2014

Non-audit services

During the year KPMG, the Group's auditor, has performed certain other services in addition to their statutory duties.

The Board has considered the non-audit services provided during the year and is satisfied that the provision of those non-audit services during the year by the auditor is compatible with, and did not compromise, the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* for the following reason:

- All non-audit services are subject to the corporate governance procedures adopted by Endeavour Foundation and are reviewed by the Audit Committee to ensure they do not impact the integrity and objectivity of the auditor.

Details of amounts paid to the auditor of the Group, KPMG, and its related practices for audit and non-audit services provided during the year are set out in note 3 to the Annual Financial Report.

Auditor's Independence Declaration

The Auditor's Independence Declaration is set out on page 10 of the full Annual Financial Report and forms part of the Directors' Report.

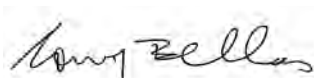
Rounding

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order amounts in the financial statements and Directors' Report have been rounded off to the nearest thousand dollars unless otherwise indicated.

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



G B Murdoch – Chairman
Brisbane
15th October 2014



A G Bellas - Director
Brisbane
15th October 2014

Consolidated Balance Sheet

As at 30 June 2014

	Note	2014 \$'000	2013 \$'000
Current assets			
Cash and cash equivalents			
– Untied cash		1,210	1,587
– Quarantined cash		10,695	9,527
	4	11,905	11,114
Trade and other receivables		9,236	7,077
Inventories		12,787	9,027
Other current assets		1,706	1,619
Assets classified as held-for-sale		615	258
Total current assets		36,249	29,095
Non-current assets			
Investments		880	817
Net defined benefit plan asset		1,952	130
Other intangible assets		713	147
Property, plant & equipment		81,142	66,165
Total non-current assets		84,687	67,259
Total assets		120,936	96,354
Current liabilities			
Bank overdraft		530	-
Interest bearing loans		579	-
Trade and other payables		9,650	7,551
Employee entitlements		12,607	11,306
Revenue received in advance		5,741	5,308
Total current liabilities		29,107	24,165
Non-current liabilities			
Interest bearing loans		3,581	-
Employee entitlements		3,843	3,284
Total non-current liabilities		7,424	3,284
Total liabilities		36,531	27,449
Net assets		84,405	68,905
Equity			
Reserves		1,003	852
Retained earnings		83,402	68,053
Total equity		84,405	68,905

The Consolidated Balance Sheet is to be read in conjunction with the Notes to the Financial Statements.

Consolidated Income Statement

For the year ended 30 June 2014

	Note	2014 \$'000	2013 \$'000
Revenue			
Sale of goods and services		44,363	36,586
Fundraising activities		22,934	19,061
Service user contributions		12,348	11,797
Government subsidies		104,965	99,047
Interest income		594	595
Other revenue		895	636
	3 (a)	186,099	167,722
Expenses			
Cost of goods sold & commercial fundraising activities		(28,721)	(25,224)
Employee expenses		(99,453)	(91,972)
Supported employee expenses		(14,006)	(12,519)
Utilities & leased property expenses		(9,791)	(8,975)
Transport expenses		(5,999)	(4,660)
Maintenance expenses		(6,973)	(6,628)
Household consumables		(1,794)	(1,777)
Depreciation & amortisation expenses		(7,771)	(6,981)
Interest expense		(234)	-
Other expenses		(9,316)	(8,118)
		(184,058)	(166,854)
Operating surplus		2,041	868
Government capital expenditure grants and other capital donations	3 (a)	2,160	1,112
Gain on sale of properties	3 (a)	1,234	1,505
Net gain on business acquisitions	6	8,203	-
Net surplus for the year		13,638	3,485

Divisional Results	Disability Services		Endeavour Industries		Consumer Business		Corporate & Infrastructure		Total Foundation	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Operating revenue	89,490	83,693	60,897	53,512	30,830	26,836	4,882	3,681	186,099	167,722
Operating expenses	(87,962)	(81,777)	(62,643)	(52,892)	(28,759)	(27,833)	(4,694)	(4,352)	(184,058)	(166,854)
Operating surplus/ (deficit)	1,528	1,916	(1,746)	620	2,071	(997)	188	(671)	2,041	868
Non-operating revenue	64	54	85	24	-	206	11,448	2,333	11,597	2,617
Net surplus/(deficit) for the year	1,592	1,970	(1,661)	644	2,071	(791)	11,636	1,662	13,638	3,485

The Consolidated Income Statement is to be read in conjunction with the Notes to the Financial Statements.

Consolidated Statement of Comprehensive Income

For the year ended 30 June 2014

	2014 \$'000	2013 \$'000
Net surplus for the year	13,638	3,485
Other comprehensive income (Items that will not be reclassified to profit or loss)		
Net increase in fair value of investments	151	7
Realised (losses)/gains on disposal of investments	(62)	7
Actuarial adjustment to defined benefit superannuation plan	1,773	2,014
Other comprehensive income for the year	1,862	2,028
Total comprehensive income for the year	15,500	5,513

Consolidated Statement of Changes in Equity

For the Year Ended 30 June 2014

	Fair value reserve \$'000	Subsidies reserve \$'000	Total reserves \$'000	Retained earnings \$'000	Total Equity \$'000
Total equity at 30 June 2012	449	396	845	62,547	63,392
Total comprehensive expense for the year	7	-	7	5,506	5,513
Total equity at 30 June 2013	456	396	852	68,053	68,905
Total comprehensive income for the year	151	-	151	15,349	15,500
Total equity at 30 June 2014	607	396	1,003	83,402	84,405

The Consolidated Statement of Comprehensive Income and Consolidated Statement of Changes in Equity are to be read in conjunction with the Notes to the Financial Statements.

Consolidated Cash Flow Statement

For the year ended 30 June 2014

	2014 \$'000 Inflows (Outflows)	2013 \$'000 Inflows (Outflows)
Cash flows from operating activities		
Cash receipts in the course of operations	198,150	181,198
Cash payments to suppliers & employees	(192,899)	(173,313)
Dividends received	51	38
Interest received	595	630
Interest paid	(213)	-
Legacies & bequests received	433	231
Net cash provided by operating activities	6,117	8,784
Cash flows from investing activities		
Acquisition of property, plant & equipment	(9,000)	(12,320)
Acquisition of intangible assets	(628)	(60)
Acquisition of investments	(467)	(450)
Proceeds from disposal of property, plant & equipment	2,013	2,829
Proceeds from sale of investments	493	410
Proceeds from non-operational capital grants and donations	1,647	979
Cash acquired through business combinations	432	-
Net cash utilised in investing activities	(5,510)	(8,612)
Cash flows from financing activities		
Proceeds from interest bearing loans	-	-
Repayment of interest bearing loans	(346)	-
Net cash utilised by financing activities	(346)	-
Net increase/(decrease) in cash held	261	172
Cash at the beginning of the financial year	11,114	10,942
Cash at the end of the financial year	11,375	11,114
Comprised of:		
Untied cash	1,210	1,587
Quarantined cash	10,695	9,527
Bank overdraft	(530)	-
	11,375	11,114

The Consolidated Cash Flow Statement is to be read in conjunction with the Notes to the Financial Statements.

Notes to the Financial Statements

For the Year Ended 30 June 2014

1. Reporting Entity

Endeavour Foundation ("the Company") is a not-for-profit organisation, incorporated as a public company limited by guarantee and is domiciled in Australia. The address of the Company's registered office is 50 Southgate Avenue, Cannon Hill, QLD 4170.

The consolidated financial statements of the Company for the financial year ended 30 June 2014 comprise the Company and its controlled entities (together referred to as "the Group").

The principal activities of the Group are to provide support to people with disabilities and their families through a range of flexible services, including residential accommodation, in-home support, adult education, life style support and supported employment services.

1. Basis of preparation of Summary Financial Report

(a) Basis of Preparation

The financial statements and specific disclosures included in this Summary Financial Report have been derived from the Group's full Annual Financial Report for the financial year. Other information included in the Summary Financial Report is consistent with the full Annual Financial Report. The Summary Financial Report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the Group as the full Annual Financial Report.

A full description of the accounting policies adopted by the Group may be found in the full Annual Financial Report, which was approved by the Directors on 15th October 2014.

(b) Basis of Measurement

The financial statements have been prepared on an accruals basis and are based on historical costs, except for:

- Investments measured at fair value through an equity fair value reserve; and
- The defined benefit plan asset/(liability) is measured as the net total of the plan assets, plus unrecognised past service cost and unrecognised actuarial losses, less unrecognised actuarial gains and the present value of the defined benefit obligation.

- Revenue is recognised on an accruals basis with the exception of dividends, donations, bequests and legacies which are accounted for on a cash basis.

Except as noted above, the financial report does not take into account changing money values or fair values of non-current assets.

A full description of the accounting policies adopted by the Group may be found in the full Annual Financial Report. These accounting policies have been applied consistently to all periods presented in the financial statements, except where otherwise noted.

In the opinion of the Directors, having regard to the not-for-profit nature of the Group's business, the terms "Profit" or "Loss" are not appropriate. Accordingly, the words "Surplus/(Deficit)" have been substituted for the terms "Profit/(Loss)".

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

(c) Functional Currency

The financial statements are presented in Australian Dollars rounded to the nearest thousand unless otherwise stated (ASIC Class order 98/100).

(d) Use of Estimates and Judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes of the full Annual Financial Report:

- Note 9 – Non-current Assets – Investments;
- Note 10 – Non-current Assets – Defined Benefit Plan Asset;
- Note 12 – Non-current Assets – Property, Plant & Equipment

Notes to the Financial Statements **Continued**

For the Year Ended 30 June 2014

	2014 \$'000	2013 \$'000
3 (a) OPERATING REVENUE AND OTHER INCOME		
Sale of goods and services	44,363	36,586
Fundraising activities		
– Commercial fundraising activities	21,319	17,273
– Donations & appeals	647	878
– Special functions	433	515
– Bequests & legacies	433	231
– Community grants	102	164
	22,934	19,061
Service user contributions		
– Accommodation	9,248	8,726
– Learning & Lifestyle	1,612	1,570
– Transport	1,488	1,501
	12,348	11,797
State Government subsidies	77,644	72,607
Federal Government subsidies	27,321	26,440
Dividend income	51	38
Interest income	594	595
Other revenue	844	598
Total operating revenue	186,099	167,722
Non-operating revenue		
– Government capital expenditure grants & other capital donations		
Other non-recurrent Government capital grants	1,523	609
Gambling Community Benefit Fund capital grants	637	230
Other capital donations	-	273
	2,160	1,112
– Gain on sale of property	1,234	1,505
– Net gains on business acquisitions	8,203	-
	11,597	2,617
Total revenue and other income for the period	197,696	170,339

Notes to the Financial Statements **Continued**

For the Year Ended 30 June 2014

	2014 \$'000	2013 \$'000
3 (b) CHARITABLE FUNDRAISING ACTIVITIES		
Details of income and expenditure from specific fundraising activities, all of which have been recognised in these financial statements are as follows :		
Gross fundraising revenues (per income statement)	22,934	19,061
Community grants in non-operating income	637	230
Capital donations in non-operating income	-	273
Direct costs of commercial fundraising activities	(16,197)	(15,028)
Net Fundraising Revenue	7,374	4,536
Indirect fundraising expenses	(1,887)	(1,768)
Net Fundraising Contribution	5,487	2,768
Fundraising Efficiency Ratio (Net Fundraising Contribution / Net Fundraising Revenue)	74.41%	61.02%

4. CASH AND CASH EQUIVALENTS		
Untied cash	1,210	1,587
Quarantined cash	10,695	9,527
Cash and cash equivalents in the balance sheet	11,905	11,114
Bank overdraft	(530)	-
Cash and cash equivalents in the cash flow statement	11,375	11,114

For cash management purposes, the Group operates a treasury function that notionally distinguishes between Untied cash and Quarantined cash.

Quarantined cash represents revenue received in advance of \$5,741,000

(2013: \$5,308,000) which is available for draw down only once the services they are meant to fund have actually been delivered and other cash reserves of \$4,954,000

(2013: \$4,219,000) that have been designated internally for a specific purpose, mainly to fund the establishment of a Capital Future Fund that will finance proposed infrastructure projects over the next five to ten years.

5. ECONOMIC DEPENDENCY

The Company receives a significant portion of its operating revenue in the form of grants from the Queensland State Government and the Commonwealth Government of Australia.

Notes to the Financial Statements **Continued**

For the Year Ended 30 June 2014

6. BUSINESS COMBINATIONS

VATMI Industries Limited (VATMI)

On 27 November 2013, Endeavour Foundation acquired 100% control of VATMI Industries Ltd, for no consideration, via a mutual agreement to amalgamate the operations of the two entities. VATMI Industries Ltd was established in 1958 and is a registered provider of 270 supported employment service placements for people with a disability, from sites situated in Melbourne, Bendigo and Wangaratta.

The amalgamation secures the continued employment of 270 supported employees and ensures the long term commercial viability of VATMI Industries Ltd in readiness for the introduction of the National Disability Insurance Scheme. The amalgamation also expands Endeavour Foundation's' presence across the entire Eastern seaboard, expands it's customer base, introduces new commercial opportunities in the Victorian market and leverages VATMI's experience and skill set in key markets.

The amalgamation was settled for no consideration, with the following identifiable assets acquired and liabilities assumed, at the acquisition date:

Identifiable assets acquired and liabilities assumed

	\$'000
Property, plant and equipment	13,195
Intangible assets	14
Inventories	256
Trade and other receivables	1,184
Cash and cash equivalents	3
Bank overdraft	(556)
Interest bearing liabilities	(4,474)
Employee entitlements	(1,077)
Trade and other payables	(1,312)
Net identifiable assets and liabilities acquired	7,233
Acquisition consideration paid	-
Gain on acquisition of subsidiary for no consideration	7,233

The values of assets and liabilities recognised on acquisition are their estimated fair values. No material separately identifiable and quantifiable transaction costs were incurred in relation to this acquisition.

In the seven months to 30 June 2014, the acquired operations contributed revenues of \$6,672,000 and a net deficit of (\$481,000). If the acquisition had occurred on 1 July 2013, management estimates that the Group's consolidated total revenue would have been \$190,862,000 and the consolidated net surplus would have been \$12,823,000. In determining these amounts, management has assumed that any fair value adjustments recognised on the acquisition date would have been the same and that revenue and operating surpluses would have accrued at a consistent rate throughout the 12 month period.

Notes to the Financial Statements **Continued**

For the Year Ended 30 June 2014

6. BUSINESS COMBINATIONS (continued)

National Disability Living Solutions Limited (NDLS)

On 1 July 2013, Endeavour Foundation acquired 100% control of National Disability Living Solutions Ltd, for no consideration, via a mutual agreement with Kyabra Community Association Inc. National Disability Living Solutions Ltd was established on 19 January 2012 as a collaboration between Endeavour Foundation and Kyabra Community Association Inc. as a charitable institution to assist with providing and managing built environment solutions for people with a disability or other disadvantaged groups.

The acquisition was settled for no consideration, with the following identifiable assets acquired and liabilities assumed, at the acquisition date:

Identifiable assets acquired and liabilities assumed

	\$'000
Property, plant and equipment	1,516
Trade and other receivables	43
Cash and cash equivalents	985
Interest bearing liabilities	(32)
Trade and other payables	(1,101)
Net identifiable assets and liabilities acquired	1,411
Acquisition consideration paid	-
Gain on acquisition of subsidiary for no consideration	1,411

The values of assets and liabilities recognised on acquisition are their estimated fair values. No material separately identifiable and quantifiable transaction costs were incurred in relation to this acquisition.

In the twelve months to 30 June 2014, the acquired operations contributed revenues of \$2,067,681 and a net surplus of \$510,512. These full year revenues and net surplus have been included in Endeavour Foundation's consolidated results for the year ended 30 June 2014.

Down Under Safety (DUS)

On 15 May 2014, Endeavour Foundation acquired the business undertaking of Down Under Safety, from Downunder Distribution Group Pty Ltd.

The acquisition was settled for a cash consideration of \$1,871,548, with the following identifiable assets acquired and liabilities assumed, at the acquisition date:

Identifiable assets acquired and liabilities assumed

	\$'000
Inventories	1,390
Plant & equipment	59
Annual leave liabilities	(18)
Goodwill	441
Acquisition consideration paid	1,872

The values of assets and liabilities recognised on acquisition are their estimated fair values. Management has determined that the goodwill on acquisition is not recoverable and has been written off on acquisition. No material separately identifiable and quantifiable transaction costs were incurred in relation to this acquisition.

Notes to the Financial Statements **Continued**

For the Year Ended 30 June 2014

6. BUSINESS COMBINATIONS (continued)

Net gain arising from business combinations

A net gain on business combinations arising from the above transactions has been recognised as non-operating income in the Consolidated Income Statement of the Group for the year ended 30 June 2014, as follows:

	\$'000
Gain on acquisition of control of VATMI	7,233
Gain on acquisition of control of NDLS	1,411
Goodwill on acquisition of DUS, written off	(441)
Net gain arising from business combinations	8,203

7. GROUP ENTITIES

	2014 %	2013 %
Particulars in relation to controlled entities, all of which are incorporated in Australia		
Endeavour Foundation Endowment Challenge Fund Limited	100%	100%
Endeavour Foundation Endowment Challenge Fund Trust	100%	100%
VATMI Industries Limited	100%	-%
National Disability Living Solutions Limited	100%	-%

Endeavour Foundation Endowment Challenge Fund

Endeavour Foundation is the founding and sole member of Endeavour Foundation Endowment Challenge Fund Limited, a company limited by guarantee and the corporate trustee for the Endeavour Foundation Endowment Challenge Fund Trust (the Challenge Fund), both of which were established on 3 December 2009.

The Challenge Fund was established to fund activities which are outside the scope of Endeavour Foundation's normal activities. The Challenge Fund is a health promoting charity and public benevolent institution and seeks to benefit the wider Australian disability sector as a whole, with an emphasis on people with an intellectual disability, through the provision of grants to fund research, scholarships and other education opportunities in the academic and research arenas relevant to the Australian disability sector. Grants are also made to support the engagement and broader participation by persons with a disability in the world in which we live, so that they can lead ordinary lives.

VATMI Industries Limited, a company limited by guarantee is a provider of supported employment services in Melbourne, Bendigo and Wangaratta. The entity was acquired through a business combination on 27 November 2013.

National Disability Living Solutions Limited, a company limited by guarantee, provides and manages built environment solutions for people with a disability or other disadvantaged groups. The entity was acquired through a business combination on 1 July 2013.

Notes to the Financial Statements **Continued**

For the Year Ended 30 June 2014

8. PARENT ENTITY DISCLOSURES

As at, and throughout, the financial year ending 30 June 2014 the parent company of the Group was Endeavour Foundation.

	2014 \$'000	2013 \$'000
Results of the parent entity		
Net surplus for the year	4,981	3,499
Other comprehensive income/(expense)	1,773	2,014
Total comprehensive income/(expense) for the year	6,754	5,513
Financial position of the parent entity at year end		
Current assets	35,312	29,013
Total assets	104,091	95,456
Current liabilities	25,521	24,095
Total liabilities	29,260	27,379
Total equity of the parent entity comprising of		
Subsidies reserve	396	396
Retained earnings	74,435	67,681
Total equity	74,831	68,077

9. EVENTS SUBSEQUENT TO REPORTING DATE

Subsequent to the balance date, Endeavour Foundation on 30 September 2014 acquired control of Community Solutions Group Limited, Community Assets Australia Limited and Acclaim Apprentices and Trainees Limited, for no consideration, via agreement between the respective Boards to merge the operations and net assets with those of Endeavour Foundation. The merged entities will be better positioned to take advantage of opportunities and respond to threats arising from the implementation of the National Disability Insurance Scheme. The value of the net assets that these mergers would add to the Group at the acquisition date had not been reliably determined at the date of this financial report.

The Directors are not aware of any material events occurring after balance date and the date of this report that would require further disclosure in these financial statements.

Directors' Declaration

For the year ended 30 June 2014

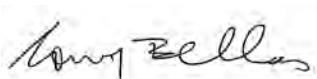
In the opinion of the Directors of Endeavour Foundation ("the Company"):

- (a) the Company is not publicly accountable;
- (b) the summary consolidated financial statements and notes set out on pages 78 to 88 are derived from the full annual financial report of Endeavour Foundation for the year ended 30 June 2014. The full annual financial report is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - (i) giving a true and fair view of the Group's financial position as at 30 June 2014 and of its performance for the financial year ended on that date; and
 - (ii) complying with Accounting Standards in Australia (including the Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Regulation 2013*; and
- (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Directors:



G B Murdoch – Chairman



A G Bellas – Director

Brisbane
15th October 2014

Independent Auditor's Report

For the year ended 30 June 2014



To the Members of Endeavour Foundation

Report on the summary financial statements

The accompanying summary financial statements of the Group comprising Endeavour Foundation (the Foundation) and the entities it controlled at the year's end or from time to time during the financial year which comprise the consolidated balance sheet as at 30 June 2014, the consolidated income statement and consolidated statement of comprehensive income, consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, related notes 1 to 9 and the directors' declaration, are derived from the audited financial report of the Group for the year ended 30 June 2014.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Act 2012* applied in the preparation of the audited financial report of Endeavour Foundation. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Endeavour Foundation.

Directors' responsibility for the summary financial report

The Directors are responsible for the preparation of a summary of the audited financial report on the basis described in Note 2 and for such internal control as the directors determine necessary to enable the preparation of the summary financial report.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial report based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit in accordance with Australian Auditing Standards, of the financial report of Endeavour Foundation for the year ended 30 June 2014. We expressed an unmodified audit opinion on the financial report in our report dated 15 October 2014. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the summary financial report. The procedures selected depend on the auditor's judgement, including the risk of material misstatement of the summary financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the summary financial report in order to design procedures, that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the summary financial report is derived from, and is consistent with, the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the summary financial report complies with Australian Accounting Standards. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

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

Auditor's opinion

In our opinion, the summary financial statements derived from the audited financial report of Endeavour Foundation for the year ended 30 June 2014 are a fair summary, in all material respects, of the audited financial report, on the basis described in Note 2.

KPMG

Scott Guse
Partner
Brisbane
15th October 2014

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With Thanks

Our sincere thanks are extended to our many sponsors and supporters for their generous support during 2013-2014.

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Willis Australia
Presence of IT
Access Pay
Sharpe Workplace Solutions
ANZ
Gallagher Bassett Services Pty Ltd
Oldfields Holden
Ainslie Bullion
Fleet Plus
GM Holden
Talk Ezy
Banana Boat
City Country Distribution
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Brisbane Motor Auctions
Bundaberg Drinks
Sanitarium
Hello Honey
Carmans
Freshfields
Runners World



Touchscreen: Nick Jones uses a new tablet donated by Catlin, at Latch-On® in Castle Hill.

Corporate Information

Patron

His Excellency the Honourable
Paul de Jersey AC
Governor of Queensland

Inaugural President

The late Professor
Sir Fred Schonell MA,
PhD, DLitt, FBPsS, FACE

Chairman

Grant Murdoch
MCom(Hons), FAICD, FICAA

Chief Executive Officer

David Barbagallo
BSurv, MTM, Dip Mgt

Joint Company Secretaries

Pat Burke
BBus, Grad Dip Mgt,
Grad Dip Fin Planning, FCPA, FAICD

Eric Campbell
BAcc, CA, Grad Dip Project Mgt,
GAICD

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information@endeavour.com.au

ABN 80 009 670 704

Auditors

KPMG
Level 16, Riparian Plaza,
71 Eagle Street,
Brisbane Qld 4000

Solicitors

Ashurst Australia
Level 38, Riverside Centre,
123 Eagle Street,
Brisbane 4000

Simmonds Crowley & Galvin
Level 7, 110 Eagle Street,
Brisbane 4000

Board of Directors

Grant Murdoch, Chairman
Tony Bellas, Deputy Chairman

David de Villiers

Kate Swindon

Alison Semple

Suzie Thorpe

Pedro Mendiolea –
elected November 2013

Scott Ellis –
elected November 2013

Yvonne Keane –
appointed May 2014

Changes to Board of Directors

Shane Charles resigned
22 November 2013

Edward Mason resigned
22 November 2013

Sally Herman resigned
22 July 2012

Executive Management

David Barbagallo,
Chief Executive Officer

Gail Davidson,
Executive General Manager
Disability and Community Services

Andrew Donne,
Executive General Manager
Employment Services

Leanne Ferris,
Executive General Manager
Supporter Enterprises

Rod Cameron,
Executive General Manager
Corporate Services

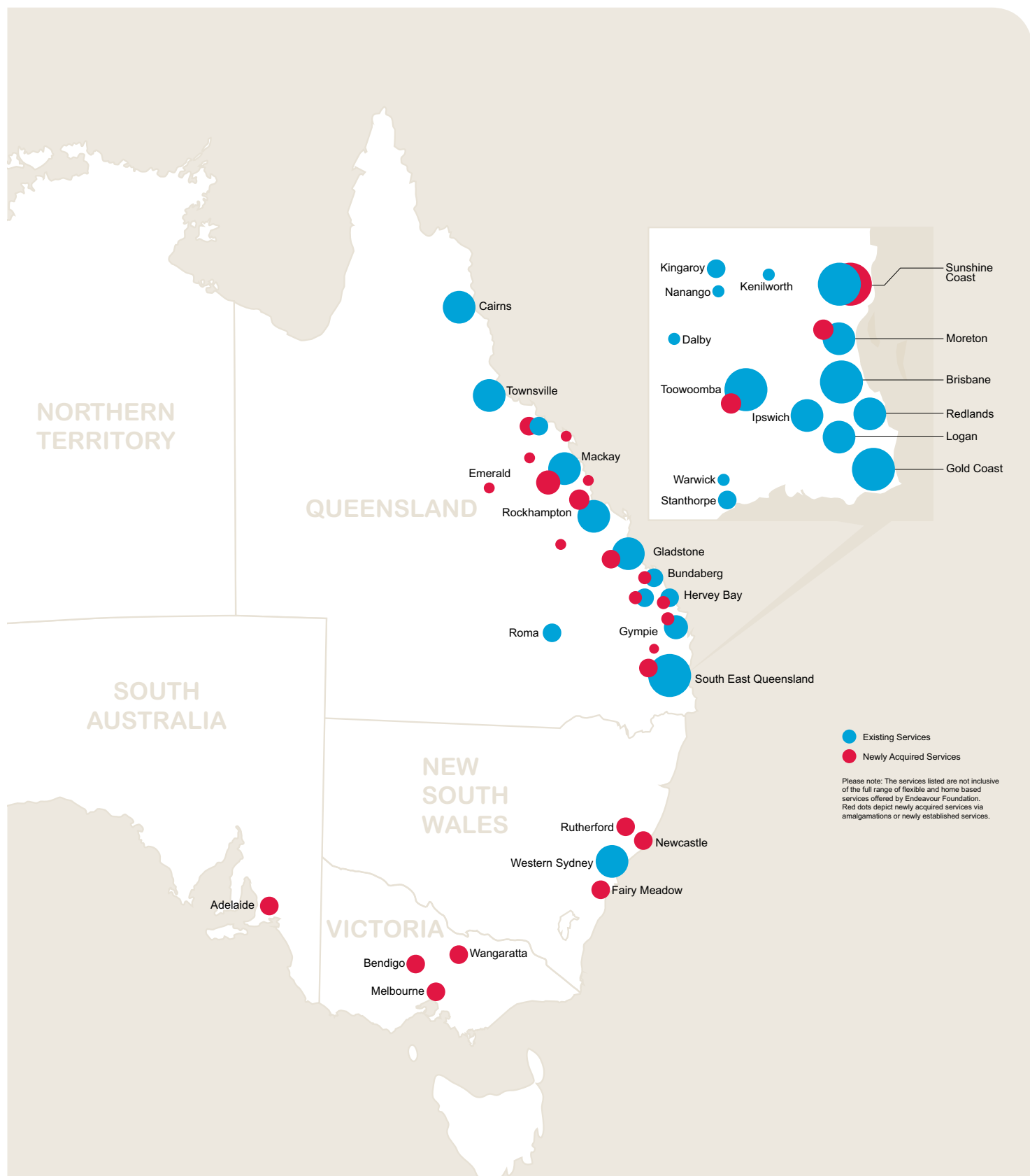
Michael Moodie,
Director Projects Office and
Manager Strategic Partnerships

David Curd,
Executive General Manager
Strategy and Growth

Changes to Executive Management

Carol Bunt resigned 13 June 2014.

David Curd was appointed Executive
General Manager Strategy and
Growth 1 October 2014.



HEAD OFFICE




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