



# ANNUAL REPORT 2016-2017

**ENDEAVOUR**  
FOUNDATION

Opportunities for people with a disability





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# OUR PURPOSE

**Endeavour Foundation is dedicated to supporting the goals and interests of people with a disability – at home, at work, and in the community.**

Whether it's learning daily life skills, living independently, building social networks, or just connecting with the local community, we support people to make their possibilities a reality.

We believe in ability and acknowledge that everyone is different. We work with each customer to make the most of their individual skills and interests. By listening to the people we support – and their families and carers – we provide flexible and individualised services that enable them to achieve their goals, based on their own interests and according to their own priorities.

We have been providing disability services for more than 65 years, but we also know the importance of continuing to imagine a better way and look to inspire our customers and our staff to re-define what's possible.

Using our established community networks and strategic partnerships we continue to innovate, advocate, and push the boundaries with our customers to remove barriers to equality and champion the right to inclusion.

Our goal is to ensure we are here for our customers – now and in the future.

# OUR SERVICES

Endeavour Foundation is an independent, for purpose organisation that was established in 1951 by a small group of families who wanted equal access to education and life skill learning for their children.

Today we support more than 4,000 individuals – in an individual way – so that they have real possibilities to live life to the full. Our focus is on partnering with people on their journey with a variety of services across six core areas:



# OUR VALUES

During the past year, a project to review our values in the context of our current culture and operating model was completed. This included extensive research undertaken with customers and staff.

These values were launched in the second half of 2016 and eagerly embraced by Endeavour Foundation's Board, Senior Leadership Team and staff.

Our updated values set the foundation for how we work together as a team and operate as an organisation. They also guide the way we interact with customers and deliver services – with care, passion, imagination, and as one.



**We are one, valuing individual strengths and experience so we can achieve more together.**



**We never stop imagining a better future for our customers.**



**We care, and treat everyone with respect and kindness.**



**We are passionate, our customers are at the heart of everything that we do.**







# SNAPSHOT OF THE YEAR

**2016**

Endeavour Foundation wins Excellence in Recovery at Work Award at NSW Safe Work Awards and Best Rehabilitation and Return to Work Management System at the QLD Safe Work Awards

**OCT**

Endeavour Foundation and Boyne Smelters announce partnership to trial collection of aluminium cans for recycling

**DEC**

State and Federal Ministers lead the crowd visiting our stand at the Nepean Disability Expo

**SEPT**

Nine artists from our QArt studio drew widespread praise as finalists at the CONNECTED Art Exhibition in Melbourne

**OCT**

Eastbank Edible Gardens wins Health and Happiness Award at Healthy Towns Awards presentation

**OCT**

# 2017

Disaster Recovery Team and local teams work round the clock to keep customers safe and secure as Cyclone Debbie hits Queensland coast

**MAR**

Disability Discrimination Act marks its 25th anniversary

**MAY**

Qld Treasurer visits new Endeavour Foundation accommodation build in Innisfail

**MAY**

Endeavour Foundation launches inaugural Brand Health research to help us to understand customer awareness and needs

**MAR**

Opening of new café at Kingaroy Kitchen, giving supported employees an opportunity to learn hospitality skills

**JUN**

Endeavour Foundation Industries site in Cairns officially reopens after devastating fire in 2015

**APR**

30th anniversary of Great Endeavour Rally, raising funds for vital services for people with a disability

**JUN**



*Andrew Donne,  
Chief Executive Officer;  
Tony Bellas, Chairman*



## **A MESSAGE FROM OUR CHAIRMAN AND CEO**

Over the past year, the pace of change in the disability services sector has been both challenging and rewarding as the National Disability Insurance Scheme (NDIS) has continued to unfold and become available to a greater number of people. In this context, Endeavour Foundation's focus in 2016-17 has been on seeing the possibilities, and embracing the opportunity to better serve people with a disability.

Most importantly we have seen many positive new opportunities become realities in the lives of many of the people we support.



Our primary focus continues to be ensuring we are delivering what people with a disability and their families really want – both in terms of the services we offer, but also in the way we have engaged with them in the redesign of our service offerings.

New funding arrangements have made it increasingly possible for us to tailor support to the unique and specific preferences and needs of each person in those regions where the NDIS is now being rolled out.

We are also seeing great results from designing services together with people with a disability and their families. Both in NDIS regions and beyond, this is helping us to challenge assumptions and push boundaries in the way we provide support, and in the way we engage with our customers and other key stakeholders in local communities.

Improving and expanding our service offerings and changing the way we engage with the people we support and their families has often meant changing our systems and processes to fit.

For the teams who provide enabling services like accounts, IT support, human resource support, marketing and communication, it also has been a year of constant evolution, as we experience more of the NDIS implementation. We will continue this journey of transforming our enabling services and systems, to ensure we are well placed to meet the needs of people we support, once all regions have joined the scheme in 2019.

Meeting the cost of adapting our systems requires careful management of our overall financial position. Almost all disability support providers have found that NDIS funding allows little, if any, margin to provide for enabling functions. As larger organisations make complex changes in response to the NDIS, most have reported the need to draw down on existing capital.

Many people entering the NDIS have found their plans did not provide adequate funding for the transport they need to access services. Endeavour Foundation has worked hard to ensure the State and Commonwealth Governments and the NDIA understand the severity of this issue for many people.

On a positive note, we have welcomed the Queensland Government's decision to reinstate the Taxi Subsidy Scheme during the NDIS implementation period. However, we continue to seek a long-term, consistent national response to the transport needs of people we support, in all services. The transportation

issue has had a major financial impact on many people and we remain committed to seeking affordable, flexible, personalised transport funding support for all people with a disability.

Another area of concern has been the long-term future of supported employment in our Disability Enterprises, with continued uncertainty about supported wage assessment tools before the Fair Work Commission.

Endeavour Foundation is working with our peak body and other Disability Enterprises to make a strong case for supported employment. We have also met with elected members of the Federal Parliament to raise our concerns, and put forward policy proposals to strengthen Disability Enterprises and improve opportunities for workers.

Underpinning everything we do, is an even greater focus on safety for people we support, and our staff. Safe organisations are successful organisations and we are committed to providing the education, training, systems and support required to create and maintain a safe and secure environment for our customers, staff and all who use or visit any of our facilities. This also means talking more about safety and developing a strong culture around safety for all.

In the midst of so much change it has been heartening to see the results of our customer satisfaction survey. Using the word "customer" has been a positive way for us to be reminded, every day, that our job is to meet the needs and expectations of people who have chosen Endeavour Foundation to provide their support. While we can always improve, we want to take the opportunity to congratulate our support teams on achieving an overall customer satisfaction rating of 83%. We look forward to maintaining and exceeding this excellent standard into the future.

We would like to close by also offering our personal thanks to the people we support, families and carers, supporters, donors, corporate partners, members, staff, volunteers and all stakeholders who join with us in our ongoing commitment to the mission of Endeavour Foundation.

As we see the possibilities of the NDIS gradually unfold, we look forward to a future where choice, control and independence are an indelible part of every day, for all Australians with a disability.



Tony Bellas  
Chairman



Andrew Donne  
Chief Executive Officer

# CUSTOMER CONNECTION

Each day we strive to imagine a better future for our customers. This is not something we can do in isolation – it requires the input and involvement of our customers and their families and carers.

Our initial Customer Insight Research project in 2015 identified 10 key insights which have become the cornerstone of everything that we do. They have informed changes to processes and procedures, our service delivery, and the way we communicate with customers and each other.

In the past year, we have continued to seek the views of customers in both large and small ways to ensure we continue to meet their needs and support them to achieve their goals.

The larger of these was foundational customer satisfaction research, undertaken with customers, families, carers and decision makers. This helped us to further understand and connect with our customers. The results exceeded our expectations – as well as industry benchmarks – and are a real testament to the great work of our frontline staff.

#### **This project provided:**

- important feedback – a customer satisfaction score of 83% (from a survey of more than 18% of customers)
- a benchmark to enable us to continue to measure how well we connect with our customers, families, carers and decision makers.

Our customers told us they wanted to be involved in tailoring services to their needs, so in the past year we have encouraged greater customer input, choice and control.

#### **Examples of this include:**

- involving customers and family representatives in service and program development
- weekly sessions in accommodation services to facilitate regular and meaningful customer feedback and input
- adoption of a framework to enable customer co-design of future services.

During the year we also undertook research into the health of the Endeavour Foundation brand. Using an independent research company, feedback was sought from current customers, potential customers, supporters and influencers on their awareness and consideration of Endeavour Foundation.

This assisted us to better understand the Endeavour Foundation brand from the perspective of the people we support, and its relevance and perception when compared with other disability providers. This research has informed the work being done to refine our brand and position the organisation well for success in the new NDIS marketplace.





As part of the work being done on refining our Learning and Lifestyle services, we established a formal Customer Cabinet to explore what customers and their carers truly need and want from day service programs.

One outcome from this is a commitment to be customer-led in our service design, achieved through co-designed services and the adoption of Human Centred Design (HCD).

**HCD is a design and management framework that:**

- focuses on the users, their needs and requirements
- improves well-being and user satisfaction
- enhances usability and sustainability
- counteracts possible adverse health, safety and performance effects.

**HCD works by:**

- developing solutions to problems by involving the users/customers in all steps of the problem-solving process
- observing the problem within its context, through brainstorming, conceptualising, developing, and implementing the solution
- applies human factors, ergonomics and usability knowledge.



# RESPONDING TO NEEDS

Customers and families want to better understand the opportunities offered by the NDIS. However, the complexity of the new system is causing concern. In response, we focused on practical ways to improve understanding of how the NDIS will work and how Endeavour Foundation can support customers and their families on their journey.

During the year we prepared more than 1500 customers and families for the NDIS through pre-planning meetings, forums and workshops from Townsville to Melbourne.

Using the learnings from last year, we continued to adjust our approach and communication channels to ensure we were connecting effectively with customers, particularly in the immediate NDIS rollout regions.

**The aim of our NDIS marketing and communication activities is to:**

- support existing customers to understand and prepare for the NDIS
- provide a trusted source of information about the NDIS for anyone seeking it
- ensure existing customers are aware of services and supports available to them in their area under NDIS
- provide an opportunity to further strengthen our relationships with customers, families and carers
- attract new customers.

We undertook a broad range of activities across a number of rollout regions – Western Sydney, Mackay, Toowoomba, Warwick, Ipswich, Bundaberg and Bendigo – employing a variety of methods to connect with current and new customers, providing information and assistance to those transitioning to NDIS, or just seeking to better understand what lies ahead.

During the year our NDIS information forums were also significantly overhauled. Despite feedback from the previous style of forums achieving an average 77% positive response from attendees, it reflected a time when the NDIS was more an idea than an immediate reality for customers. Feedback from our Customer Engagement Officers in active rollout regions informed us that the information being shared at these sessions was perhaps not as practical as it could be for families transitioning to the NDIS.





**These insights led to a new format for these information forums that provided:**

- simple, practical information on how the NDIS will work for customers
- the 'nuts and bolts' of how to prepare for NDIS plan meetings and achieve the best outcomes
- a personalised approach that provided a place to ask questions and be heard
- time to discuss, learn and understand
- the opportunity for post forum followup support.

These updated sessions are now consistently achieving well over 90% positive response from attendees.

Our community engagement activities are strengthening our relationships with customers and families. The increased traffic and engagement on our website and social media shows Endeavour Foundation is becoming a trusted source of information.

We put a considerable amount of effort into our digital communication channels during the past year, with additions and refinements to our website and NDIS microsite, and considerable work on search engine optimisation and leveraging social media accounts.

The creation of a blog on issues both NDIS and non-NDIS related has been a great success, with 70% of blog visitors going straight to the blog, a strong indication not only that the blog has built its own audience in a relatively short time, but also evidence of the appetite for clear and reliable information about issues that are impacting customers.

Additionally, customers have expressed a desire for us to be simpler and easier to deal with and to have one point of contact. Similarly, frontline staff expressed concerns about the heavy administrative burden of billing, rostering and other administrative tasks.

In response to this, we have created a centralised Customer Service Centre. This team has already seen great wins in increased efficiencies in rostering and NDIS billing, and has been working to establish a centralised customer contact centre, rolling the NDIS hotline and Critical Response After Hours Support into the one location.

Over the coming year, we will focus on improving our services, with an emphasis on our customer's goals around greater access to learning through technology, more community engagement, better communication and customer service, and improved buildings and surrounds. We will also continue to work hard to make it easy to do business with us.

**560** People attended NDIS information forums

**9,885** Downloads of NDIS info resources

**47%** NDIS e-News average open rate (2x industry average)

**3,779** Most downloaded resource – Mapping My World

**270%** NDIS eNews subscriber growth

**30,366** Number of total blog views





## Creating more time for customers

To keep up with the changing needs of customers, we have introduced a time-saving, online system that means less paperwork and more time for customers.

The new system centralises key data including customer information and billing, and business systems like staff rostering. And it is all available at the click of a mouse or swipe of a smart device screen.

This system is enabling our staff to work with a single source of truth about customers and their needs, and is significantly reducing administration time. Processing time to complete billing can be reduced from 45 minutes to just five. The system also enables staff to bill customers seamlessly and easily, and add and view customer progress notes, which will further improve frontline service delivery.

All customer data has been migrated into the system and we have developed and rolled out a range of training options and resources for staff to equip them to make best use of the new system.

System testing was conducted in Kearneys Spring Learning and Lifestyle in Toowoomba, several sites in Mackay, and all Specialist Behaviour Support and Support Coordination services.

**Additional benefits, efficiencies and features the new system will bring to Endeavour Foundation customers and employees include:**

- better matching of support workers to customers, based on personal preferences
- providing customers with accurate monthly billing statements
- effectively and efficiently capturing customer information and roster services
- aiding in the development of improved customer outcomes
- increased security of customer information
- access to real time information
- easier, more efficient and centralised rostering, business tracking and reporting
- ability to complete NDIS claiming
- creating a platform for future growth and scalability
- supporting our centralisation and labour optimisation strategy.

# SEEING THE POSSIBILITIES THROUGH PARTNERSHIP

With all the promise and potential that the NDIS offers, there is also a lot for our customers to learn about navigating the new Scheme.

We have already observed from the first rollout regions that the better prepared customers are, the better the outcome overall. To ensure this, we have engaged with our customers to understand how we can work together and make the transition to the NDIS as smooth a journey as possible.

We want to help make the road ahead less overwhelming and encourage people to view the NDIS rollout as an opportunity – something to be embraced, not feared.

In the past year, our Customer Engagement Officer trial has provided some great insights into how to best equip staff in NDIS locations to partner effectively with customers. A key outcome was the provision of individualised NDIS support for customers and their families during their transition to the Scheme.

Dedicated NDIS transition teams are now in place in active rollout locations to support customers and families in understanding the NDIS process, ensuring they are well-prepared for their meeting with their NDIS planner, and supporting them through the transition period and beyond.

#### **What the transition teams are achieving:**

- customers and families feel more confident about the NDIS and the journey ahead
- reports show customers and families are achieving good funding results for the services and support they most need
- frontline staff are freed up to focus on delivery of services to customers
- trust and strong foundations are being built for long term customer partnerships.



## “You have to be prepared to do your homework”

Judy James' twin nieces Alexandra and Pamela are now both recipients of NDIS funding, and she is the first to agree that preparing and planning well for your meeting with the National Disability Insurance Agency is essential.

“You have to be prepared to do your homework if you want to get what you need out of the NDIS. I would encourage people to take a representative from one of the teams that you're planning on getting support from.

“We hadn't been using Endeavour Foundation before the NDIS, but I asked (local staff member) Carol to come along to support me as I was terrified of not getting what the girls needed. She gave me a heads-up on what I needed to do and expect beforehand, but having her there at the meeting reassured me that I wouldn't miss anything out.

“Preparation is everything though, or you'll be overwhelmed. There was a lot of stuff I wouldn't have thought of if I hadn't prepared beforehand.

“That said, the NDIS really has made such a difference to their lives. Before this they were falling through the



Alexandra and Pamela

cracks and they weren't getting the care they needed, but all that has changed now. It's been awesome.

“Truthfully, the NDIS has been amazing. We've had to ask for a few things to be changed, but it was all fixed up no problem. Just be polite and patient and you'll get there. The NDIA have been so helpful – it's been the best thing ever for the girls.”

**“ The NDIS really has made such a difference to their lives. Before this they were falling through the cracks and they weren't getting the care they needed, but all that has changed now. It's been awesome. ”**

## Preparing customers for new possibilities

Lynn Quirk enjoys working directly with families so much that she is now helping her second group of customers to transition to the NDIS in her role as head of our Central Queensland (CQ) NDIS transition team.

With 40 years of experience in the disability sector, including as a national and state NDIS board member, Lynn brings a wealth of knowledge to her role.

As part of the transition process in Bundaberg, Lynn did 150 customer interviews, discussing the type of support being received and what additional support was needed.

These planning conversations – often using Endeavour Foundation's *Mapping My World* planning tool – have started to show excellent results for those people and their families.

“The feedback is that they are receiving more services or the services they wanted,” Lynn said.

“It is very rewarding to hear about people like a lady in her eighties, with a disabled son in his forties, who had received very little support. Now he is getting

support that is increasing his independence and enabling him to be away from his mother.”

In CQ, Lynn and her team will connect with up to 320 customers.

She said the dedicated transition role enabled staff to connect with customers, working with them one-on-one to educate them properly about the NDIS and help them to achieve the best outcomes. After their plans are approved if they choose Endeavour Foundation as their provider, the team also assists with getting paperwork sorted and the commencement of their services with Endeavour Foundation.

**“ The feedback is that they are receiving more services or the services they wanted. ”**

# SEEING THE POSSIBILITIES THROUGH COMMUNITY CONNECTIONS

Feeling connected with the local community is important to our customers – and it is essential for Endeavour Foundation as an organisation. It is the most effective way for us to support the individual needs and goals of people with a disability. We have many skilled individuals within the business providing support every day, but it is through partnerships within the community that we can help the people we support to truly aspire for more.

Over the past year, successful relationships with major retailers, small businesses and community organisations has resulted in support for our customers with on-the-job learning, professional and personal development, and employment opportunities across our footprint.

## Healthy partnerships

- Through a partnership with Central Queensland University's Oral Health Department, our customers are learning about the importance of oral health while also helping to prepare the next generation of oral health therapists. Students conduct regular oral health education sessions at the Rockhampton Learning and Lifestyle service. They also develop their skills in public speaking and presenting oral health education, giving them the confidence to build professional relationships with people with a disability – an important skill for their working lives. Meanwhile, those attending the Learning and Lifestyle service learn about how to take care of their teeth and gums.
- The Green Dog gardening program, delivered by our Community Solutions subsidiary on the Sunshine Coast, provides a work-readiness and skill-development program for people experiencing mental ill health and residing in Queensland Health's Continuing Care Unit – a local mental health and addiction service facility.



## Employment & training partnerships

- Our Victorian Workforce Solutions team have formed new employment partnerships with various employers and apprenticeship/traineeship services, including Elements Specialists and the Apprentices and Trade Centre.
- In Gladstone, we have a new partnership with Boyne Smelter Limited for purchase of aluminium cans, to support our aluminium recycling operations. Our site has become a popular drop off point for the public, along with others hosted by the Gladstone Ports Corporation and a local football club, making this a community-wide partnership.
- Endeavour Foundation Industries in Townsville partnered with RoadTek (a commercial arm of the Department of Transport and Main Roads) to play a role in a major project to replace Queensland's traffic lights with a greener alternative. Up to 25 supported employees were involved in recycling the old lights.



*Townsville team working hard to dismantle traffic lights for RoadTek.*

## Community partnerships

- Employing a representative rugby league player in our Rockhampton services has kicked off a new partnership with the Central Queensland Capras team. Endeavour Foundation Rockhampton is now an official team sponsor and employer of choice, with six of the Capras players now employed across our services.
- We have commenced a partnership with the Central Queensland Multicultural Association (CQMA) by offering CQMA Certificate III students volunteering opportunities at our Learning and Lifestyle service to complete their necessary work experience.
- Queensland Rail continues to be a strong supporter of Endeavour Foundation. In the past year, they have commenced distributing Kingaroy Kitchen products on their long distance services, and provided space at three major inner-Brisbane stations for our annual Mothers' Day Chrysanthemum sales, grown at our Business Service in Bundaberg. Importantly, Queensland Rail has shown great leadership in providing employment for people with a disability by providing two new full time roles within QR – one in their engineering team, and another within their marketing team.
- Arrow Energy continued their commitment to supporting our activities in the Western Downs, with funding for the School Holiday Activity Program (SHAP) and Skill Up program in Dalby. Skill Up was a new offering for Dalby this year, designed to provide an opportunity to build skills for the workforce, balancing classroom learning and practical work experience.
- The annual Ball for All in Toowoomba continues to draw a huge crowd. The ball, a celebration of diversity and difference, would not be possible each year without the continued support and partnership of local businesses, Endeavour Foundation staff and the South West Queensland Area Committee.



Capras players John and Junior with customer Lochie Strange.

## Capras join our Team

A partnership between the Central Queensland Capras rugby league team and Endeavour Foundation is providing jobs for their players – and for customers, some excitement at having footy players in their midst.

Marie Houlahan, Acting Service Development and Innovation Manager in Rockhampton, said that the Capras have a lot to offer the community.

“Working with us gives the guys fulfilling and flexible employment, and we’ve been absolutely blown away by the Capras. Every one of the players currently employed, and those going through training and induction, not only have relevant community services

experience, but have demonstrated a real affinity for the role and connection with the people we support.

“We have a lot of younger people who need support and, particularly where there are behavioural challenges, the Capras have really managed to relate to them.

“Being able to connect the people we support with staff who are compatible with them, in terms of age, personality, interests and the like, means they’re able to build really strong, respectful relationships.”

## Eastbank Edible Garden wins Healthy Towns award

Our Eastbank Edible Garden was awarded a prestigious *Health and Happiness Award* at last year’s Healthy Towns awards, in recognition of its contribution towards quality of life and encouragement of environmental interaction.

The award seeks to recognise programs that align with the Healthy Towns principles of connecting local people to the happiness of their town; building on the strengths and resources of their town; and focusing on areas with the greatest need.

The garden was also a finalist in the *Connections Between People Award*, which recognises projects that bring people together, increase social connections and provide a sense of belonging within the community.

Health and Wellbeing Manager Tendai Dawkins said the award was fabulous recognition, as it aligned closely with Community Solutions’ original goals in developing the garden.

“The Eastbank Edible Garden was established by Community Solutions in 2012 as a purpose-built facility to encourage education, environmental

appreciation and social interaction,” she said.

“Using sustainable practices aligned with the principles of permaculture, the garden has been designed for disability access and includes a dedicated training shelter for the delivery of training.”

Mrs Dawkins said the garden is accessed on a regular basis by students from Kawana State Primary School, Horticulture Apprentices and Trainees, Community Solutions’ service recipients, and Endeavour Foundation customers and volunteers.



Eastbank Edible Garden Coordinator Bruce Molloy and Community Solutions’ Health and Wellbeing Manager Tendai Dawkins are presented with the Healthy Towns award



# A Day in the Bay

On the Fraser Coast, Endeavour Foundation is fostering community inclusion at the annual 'Day in the Bay' celebrations to mark International Day of People with a Disability.

Last year's event attracted around 500 people to the All Abilities Park on the beautiful Hervey Bay foreshore.

As organising committee leaders, Endeavour Foundation secures a grant for the event which enables a diverse range of community groups to provide a fun day of free interactive activities.

The event brings together a range of local organisations, including schools and clubs, as well as disability service providers.



## Boosting our connection with supporters

We gratefully acknowledge the generosity in every contribution from our supporters – from retail store donations and lottery tickets to bequests and individual fundraising.

Our community engagement and fundraising has changed substantially this year, and the result has been far beyond our expectations. In the past twelve months we have raised more than \$8.4 million – a total that is more than the past two years combined.

The Endeavour Foundation Lotteries team has also worked tirelessly to deliver the best result in our history – a seven percent growth in the number of lottery ticket buyers, helped in no small part by three sell-out Golden Rewards Lotteries.

We also conducted formal bequest marketing to identify and encourage bequests. Last year 45 of our most committed supporters generously included Endeavour Foundation in their Will. We are in discussions with more than 500 others who are now interested in leaving a lasting legacy to support people with a disability.

Endeavour Foundation also receives significant funding from the Commonwealth and Queensland Government, along with local Councils.

Funding through the Aurizon Community Giving Fund has enabled delivery of a rail safety program using virtual reality technology to people with a disability and staff at Windsor Learning and Lifestyle service.

Perpetual's Impact Philanthropy Program granted funds for the purchase of a labelling machine at our Seven Hills site in Sydney, and a powder and granule filler for jars, bags and preformed pouches at the Oakleigh site in Victoria. This will increase production rates at both of these sites, creating the opportunity to take on new and larger scale projects, improve up-skilling, and offer more meaningful and challenging work for supported employees.



Canetoad Cruisers team presenting the cheque in Innisfail

“ This was our first Rally, but not our last. It was absolutely unreal, it was really well organised... it’s such a worthy cause and everyone really got together to do the fundraising. We got to present a cheque up in Innisfail to one of the houses up there that some of the money raised will be going towards. ”

Gayle & Nigel Pattinson,  
Car 8 ‘CGU Canetoad Cruisers’

## Great Endeavour Rally

Fundraising events have continued to be a fun and fruitful activity. While our annual Melbourne Cup function once again sold out, the ever popular Great Endeavour Rally raised over \$320,000 as the participants hit the road for the 30th year on a Coral Sea Adventure from Yeppoon to Hervey Bay via Cooktown.

The funds raised will contribute to many programs and projects, among which include a sensory room at Hervey Bay Learning and Lifestyle, air conditioning for the Wacol Business Service, a refrigerated van for Kingaroy Kitchen, and of course provide funds for three people with a disability to participate in next year’s rally.

## Connecting through volunteers

Our volunteers are a vital part of Endeavour Foundation, particularly at our Recycled Clothing Stores which have around 330 active volunteers.

Volunteers include students eager to learn, retirees and those transitioning from fulltime paid employment. Others volunteer via the Work for the Dole scheme, or are simply looking for experience.

Hervey Bay has the most volunteers of any store. Manager Christine Spink says “Whether they are in

the sorting room at the back of the store, clearing the store’s own donation bins or at the front of shop, they are vital to the way we function.”

Volunteers also play a key role in service delivery with more than 200 volunteers working across the organisation.



## Connecting through research

The Endeavour Foundation Endowment Challenge Fund supports research, innovation and social inclusion projects. Using money raised from bequests, donations and fundraising activities, it supports initiatives that will bring about significant change and improvement in the disability sector. The total funds allocated since the first round in 2011 is now more than \$445,000.

### Grant winners for 2017 round were:

- Dr Nathan Wilson from Western Sydney University (\$50,000) who is developing a therapeutic program for people with an intellectual disability, who also have Type 1 diabetes. The aim of the program is to teach people the skills to self-manage their diabetes.
- Marli Accommodation Services (\$35,000) to support the inclusion of people with a disability in their Happy Garden Project. The aim of the project is to grow organic produce for Marli's dedicated café, called Darcy's Place. The café will offer meals to the general public and will offer free meals to people and families in need, using a voucher system.

## Advocating for change

Endeavour Foundation continues advocating for change, by raising awareness of key issues for people with a disability and putting forward positive solutions and policies that would make a more inclusive world.

As the National Disability Insurance Scheme (NDIS) implementation continues, we have been listening to the issues people are experiencing in the new scheme, and bringing these to the attention of decision-makers. Whether they are simply areas of need that have been overlooked, or are the unintended consequences of change, it's essential they are addressed quickly to minimise negative impacts and get the NDIS onto the right footing.

We are also engaging with government consultations, committees and enquiries on a range of issues that people with a disability and families have identified. In the past year, this has included:

- Interested people with a disability and members of staff worked through a series of questions posed by the Queensland Government, to provide feedback for the Towards An All Abilities Queensland consultation paper. People with an intellectual disability who were involved in our consultation sessions identified the following as major barriers to inclusion: transport, affordability,

## Autism research update

Cindy Nicollet, 2016 Student Award winner from the Endeavour Foundation Challenge Fund is already seeing results from her work. Videos designed as a tool for managing anxiety have shown positive results in a trial program.

Three videos were created, with the support of Studio G, and used as part of the delivery of a trial anxiety program for people with autism spectrum disorder, which commenced at the beginning of 2017.

Individual sessions were delivered to 11 participants with autism spectrum disorder over eight weeks. Viewing was spaced across eight sessions and was used when the participant needed additional reinforcement about a therapeutic concept or technique.

Feedback was obtained from participants at the end of each session, including feedback on the appropriateness of the video and its content. Outcomes of the trial indicate a significant reduction in severity of symptoms.

Cindy is now in discussions with the Cooperative Research Centre for Living with Autism (Autism CRC) to explore progressing this research and its findings to a larger study involving a cohort of adults with autism spectrum disorder.

information access, and the availability of paid support staff, family or friends who would support participation.

- In response to feedback from supported employees and their families, we worked closely with the Commonwealth Government to see significant improvements to the communication of information about the Business Services Wage Assessment Tool (BSWAT) payment scheme. In response to our concerns (and with the help of our talented supported employees in Melbourne) the Government developed a series of short videos and "easy read" factsheets which made it much easier for supported employees to understand the scheme, and then register and apply for a payment.
- A submission to the Productivity Commission NDIS Pricing Review, raising an extensive list of the issues being experienced by people with a disability and service providers in the NDIS implementation sites.
- Staff with special expertise gave testimony for the Joint Standing Committee into the NDIS, which reviewed interactions between people in receipt of forensic disability services and the NDIS.



## Advocating for better outcomes

Endeavour Foundation has also supported people to raise concerns about vital supports that had not been included in their NDIS plans.

We have noted a consistent and large shortfall in the amount of transport funding allocated in new NDIS plans. In response, Endeavour Foundation has gathered evidence of the significant cost to people with a disability and families, in terms of money, time, service access and sustainability of living arrangements, if transport is not properly funded by the NDIS. We presented this information to Commonwealth and State Disability Ministers and the National Disability Insurance Agency, demonstrating the increased alternative support costs that would arise if transport funding shortfalls were not addressed.

Endeavour Foundation has therefore asked the State and Commonwealth Governments to introduce flexible personal transportation funding, which people could use in keeping with their personal need and preference for ride-sharing, a taxi or community bus. We welcome the Queensland Government decision to reinstate the Taxi Subsidy Scheme until the full implementation of the NDIS and will continue to seek a permanent policy change across all Governments.

We have also been concerned by the lack of adequate support funding for learning programs, the small

percentage of people electing to include employment in NDIS support plans, and inadequate pricing for some NDIS support categories.

We have continued to engage with other Disability Enterprises, our peak body, the Commonwealth Government and elected representatives throughout our geography, seeking a positive and financially sustainable future for supported employment in Disability Enterprises.

Endeavour Foundation has also worked extensively with the Queensland Government, seeking support for a policy proposal that would enable us to make an increased investment in new housing construction, state-wide.

We are grateful to the Australian Human Rights Commission's incoming Disability Discrimination Commissioner Alastair McEwin, Commonwealth Assistant Minister for Disability Services Jane Prentice, Queensland Minister for Disability Services Coralee O'Rourke, Queensland Treasurer Curtis Pitt and Federal MPs and Senators from throughout our geography, who have taken time to listen and understand the concerns and opportunities for change that we have raised with them.

## Our cyclone champions

In March 2017, Cyclone Debbie unleashed severe weather across the Whitsundays region of Queensland, but she was no match for our dedicated staff.

We saw our people living our values every day as the cyclone and floods unfolded.

In every affected region, staff and support crews put the safety of customers before their own needs and comfort, often in frightening circumstances.

Our Cannonvale accommodation service, where customers and staff weathered the storm together, was left without power and running water.

The team worked around the clock for three days (with very little contact with their own loved ones) to ensure the service stayed open.

The rest of Queensland's coastline had its fair share of wild weather as the remnant tropical low tracked south, causing Endeavour Foundation services along much of the Queensland coast to close temporarily

while it passed. Some services sustained structural damage and all had a clean up to do once Cyclone Debbie passed.

Endeavour Foundation's Disaster Response Team kept in regular contact with support teams and frontline managers throughout the severe weather event, and the planning and response from all areas was exceptional.

We're so proud of the efforts of our staff, both during and after the cyclone, and would like to thank them all for their commitment during very challenging and frightening circumstances. To see so many people put customers first without regard to their own situation, only serves to show the dedication that Endeavour Foundation staff have to ensuring the safety, security and happiness of those we support.



# SEEING THE POSSIBILITIES EVERY DAY



To create real possibilities for people with a disability we will need to be more flexible in our service delivery, and stay connected with what our customers need and want most from their day to day supports.

We have the opportunity to work in partnership with people with a disability, to deliver services that respond to the increased level of choice they now enjoy thanks to the NDIS. This means a more holistic, flexible and creative approach to service delivery so that we can best meet individual needs.

We continue to focus on identifying innovative solutions and tailoring and improving services, with an emphasis on each person's goals.

# HOME

## Living independently can be a haven and a launch pad to a great life.

As the NDIS creates an environment of greater choice and control, the desire to live independently will become an increasingly common goal. As a result, demand for accommodation of all types will only increase and we are working to ensure that we can partner effectively with people we support to meet this need.

While we expect a significant demand for short term accommodation, we also know that people with a disability have a range of needs and aspirations in

the longer term. In response, we are planning for increased interest across a range of accommodation supports.

We are looking at a process for matching compatible people who want to establish co-tenancies. We are also reviewing our options for partnering with housing providers and supplying in-home support, in addition to our existing supported accommodation.





## New housing and improvement projects this year included:

- a \$1.2million 'At Home With Choices' new build in Innisfail, which included construction of two five-bedroom homes. The homes were built to the Platinum Standard of the Liveable Housing Guidelines and feature environmentally friendly features, including a 5kW solar system, solar hot water system, skylights and modwood fencing, as well as a home automation system which enables residents to control their own lights, air conditioning and TVs using an iPad. The homes were designed and decorated with input from the customers who will be living there, and are fitted with assistive technology to promote greater independence.
- increasing our solar power capacity, with Solar Battery Backup Installations (6kW Solar system with 33kW Solar Battery Backup systems) on two properties, providing interim electricity back up in case of power outages. This brings our solar capacity to 210kW, with a further 60kW committed via Solar Communities Program Funding 2017.
- replacement of a major retaining wall at Gympie, providing an essential piece of infrastructure as well as an excellent opportunity for community engagement. The retaining wall was a large undertaking as it needed to support neighbouring lots and required the cooperation of those neighbours. This also created an opportunity for people we support to build positive relationships with the neighbours, who also expressed thanks for our professionalism during the project.
- new furniture for Mackay's supported accommodation, which residents helped to choose. They are very proud of their bright and inviting new decor.
- successfully implementing independent living opportunities for some of our Bundaberg customers.

## Finding independence in a new home

"I can do that myself now!" This is the comment heard daily from William Green, who is one of five customers now living in the new Innisfail supported accommodation residences.

William had previously lived in an older Endeavour Foundation residence locally, which was unsuitable due to his mobility and health issues.

He had also been through a difficult time, surviving cancer and then seeing his mother's health and mobility deteriorate, making it difficult for them to visit each other.

Support and Operations Manager John Wolfe said William lost his sense of humour and was struggling at times. But since moving into his new home, things have turned around.

William enjoys living in a house which is specially designed to maximise accessibility and the easy use of appliances.

"William can't wait to tell me about the new things he can do for himself in the house," John said.

In fact, William was so excited at the official opening, he took a TV cameraman on a tour, including showing off the washing machine and explaining "I can do my own washing now!"

His new room has a private patio where William loves to watch the birds. But as William says the best part is the improved access. And this means his mother can come to visit with ease.

# DAILY LIVING

## A sense of independence, with the support to do so, is invaluable in building and maintaining general wellbeing.

We understand that the support people need day to day is as varied and individual as they are. We are committed to working alongside each person to support increased independence and to attain their life goals. To achieve this, we are exploring new technologies and providing additional clinical and social services, including:

- a service-wide initiative across the Sunshine Coast and Gympie region assisting people to continue development of their communication skills. Using a variety of tools – iPads, flash cards, literacy classes and conversation groups – people are increasingly able to find a way to voice their needs and wants, helping Endeavour Foundation to better support those needs
- delivering a rail safety program, using virtual reality technology, to people with a disability and staff at Windsor Learning and Lifestyle and Windsor Education Services – thanks to funds received from the Aurizon Community Giving Fund
- expanding our health and wellbeing services to offer speech and language pathology. We are also further developing our social work services to assist customers in need of these services, particularly those who do not have a formal decision maker.

## Ready for the next 50 years

Bob Lucht lived with his parents for 50 years, but says he now has two homes. Bob moved into in-home supported accommodation in Rockhampton earlier this year and has thrived.

Bob and his family moved from their property to the Causeway Lake, but with both his parents not in good health and unable to drive, he became lonely.

His mother Ellen said she wishes they had settled Bob into a shared living situation sooner.

“He has become more independent and learnt new skills, as well as having new friendships and is engaging with the community, which he enjoys,” she said.

Bob stays with his parents every Tuesday night, but next morning is often first in the car and always keen to return to his new home.

Service Development & Innovation Manager, Michael Buellingen said an experienced group of staff provided 24 hour, seven days a week support for the residents.

“For Bob to settle in so well after 50 years living with his parents is a real credit to Bob and his support team,” he said.

Bob is now considering further developing his new independence through our Learning and Lifestyle services, which offer a range of flexible learning and social programs, tailored to building independence.









## LEARNING

Everyone has the right to develop and grow through access to learning.

Our customers and their individual skills and strengths are at the centre of our approach to our learning and development programs. We know one size doesn't fit all, so we aim to co-design individualised programs that fit to each individual's interests and what they would like to achieve.





## Research partnership delivers innovative learning

Our innovative virtual reality learning platform now offers a range of tools to build practical skills, including using public transport, in a safe environment. The platform acts like a video game, but uses real data, such as actual timetables to enable students to take virtual journeys that include choosing their transport, exchanging money and interacting with people.

Learning units now include train safety, road safety and using public transport and ATMs. We are currently looking to develop additional resources around kitchen safety, cooking, and traffic and pedestrian safety. These units will be integrated into learning modules we can deliver across our services.

This project has involved significant research collaboration between Endeavour Foundation and Queensland University of Technology (QUT), as well as the Queensland Government's Community Care SmartAT Collaborative.

Our team has presented this research at the NDIS QLD Conference – "Shaping the Future" and co-authored several papers with QUT, including *Design Insights to Embed Virtual Reality Content in Life Skills Training* and *Put Yourself in the Picture: Designing for Futures with Young Adults with Intellectual Disabilities*.

## Building on training and education

Our Community Solutions subsidiary continues to provide enhanced opportunities through the delivery of education and training solutions including:

- nationally recognised qualifications for eligible job seekers following the receipt of six Skilling Queenslanders for Work contracts totalling approximately \$1 million
- certificate level qualifications for supported employees at our Kew site, opening pathways to new opportunities through employment. This may include further opportunities in a supported environment, or ultimately a path to open employment.
- a Digital Innovation Project to support participants of our Skills for Education and Employment (SEE) program to enhance their language, literacy and numeracy skills via a digital platform
- government-funded education and training courses for eligible students via the Skills First contract
- upskilling and reskilling assistance for job seekers who have completed a qualification but require additional knowledge in order to secure employment.

## A clean path ahead for Christie-Lee

Christie-Lee Donald hardly recognises the troubled teen she once was.

Admitting high school was "not for her", Christie-Lee graduated Year 10 and gained employment in retail and cleaning.

"When I was a teenager I thought I knew best ... I was hanging out in the wrong scene," she said. "For me I had no general direction in my career pathway."

Three years ago, Christie-Lee moved from Biloela to Gladstone and recently, she completed a 12-month traineeship via our Workforce Solutions services and became the first person in central Queensland to complete a Certificate III in Sterilisation Services without prior studies.

Christie-Lee completed her training during a placement at the Gladstone Mater Hospital, where she now works full time, and has aspirations to further her studies within the health industry.

Christie-Lee said she takes great pride in her achievement and her work.

"If it wasn't for that phone call (from Community Solutions) I have no idea what I'd be doing today," she said.

"I treat every instrument like it's going to be used on a loved one."



## Skills for school leavers

Over the past year a new learning program – Skill Up – has been trialled in several locations including Toowoomba and Dalby. A 10 week intensive program, Skill Up was created to support school leavers and young adults with a disability to prepare themselves for work.

The program balances classroom and community-based learning activities with real work experience opportunities, assisting students to identify areas for

skill development, explore potential employment opportunities, and ultimately enter the workforce.

With the support of Arrow Energy, Skill Up was delivered in Dalby, enabling seven students from Dalby State High School to undertake a Workplace Health and Safety module from the Certificate II in Business and attend three days of work experience of their choice.



# WORK

**Work can boost our confidence and self-esteem, and generate a sense of achievement.**

In addition to an income, work enables us to contribute to the community, learn new skills and be part of a team. These are all things that shape how we view ourselves and contribute to our wellbeing.

We are proud of our strong and successful history of providing supported employment. As the largest employer of people with an intellectual disability in Australia, we continue to diversify our work options to reflect the diversity of skills and interests of our customers.

Our 31 sites in Queensland, Victoria and New South Wales enabled 2,288 supported employees to develop important skills and experience being part of the workforce.



## Improvements offer new experiences

Across many sites, we are implementing improvements and introducing new initiatives and technologies to expand the work skills of the people we support.

The arrival of the NDIS in some regions has allowed us to remove the previous cap on the number of supported employees at these sites. This has already resulted in a 15% increase in supported employees in Mackay, including one person who had been waiting for more than a year.

Also in Mackay, a complete restructure of the manufacturing site and removal of outdated equipment paved the way for new up-skilling opportunities. A Newskills course was completed by 18 supported employees, from Certificate I to Certificate III in Warehouse Operations, Vocational Skills and Process Manufacturing. Four supported employees began forklift training, with one already successfully gaining his licence.

### Other initiatives included:

- in Bundaberg, the site's long-term vegetable packaging operation installed new semi-automated equipment, enabling safer and more efficient packaging, potato grading and materials handling
- around \$66,000 in new equipment and safety initiatives were introduced in Townsville improving productivity as well as increasing the focus on safety
- expansion of our relationship with the Salvation Army in NSW has led to an ongoing monthly contract to supply uniforms to Queensland.



Endeavour Foundation CEO, Andrew Donne (top) and Federal Member for Leichhardt, Warren Entsch MP (bottom) celebrate with Danny Pieri and staff.

## Back and 'better than ever' after 2015 fire

Some 16 months after a fire tore through Endeavour Foundation's commercial industries site in Cairns, the local team celebrated being back in business and 'better than ever'.

In excess of \$800,000 has been invested in the rebuild and delivery of a new state of the art facility.

"The last two years hit everyone harder than I have words to describe, but our hopes are high for the future," local manager Danny Pieri said.

"We have a reputation for consistent and high quality services, delivered by a committed and resourceful team. When local businesses work with us, they know that they're giving something back to the Cairns community that money simply can't buy.

"This is a landmark moment for us after a very challenging time. The resilience of the supported employee team has really inspired me and the wider staff group. We have drawn on their strength throughout a time that has been indescribably tough."



# 1000 days injury free

1000 days...and counting

During the year, the Maryborough and Southport Business Services teams both reached the incredible safety milestone of 1000 days without a lost time injury.

The Maryborough site received a plaque and the Southport team celebrated with a sausage sizzle. Workers at both sites all received a t-shirt to mark the occasion – “We did it – 1000 days injury free”.

Maryborough Senior Manager Scott Reed acknowledged that Workplace Health and Safety is an important part of our focus.

“There are a lot of industries that would be envious of us,” Scott said.

The 1000 days injury free is one of the best reflections of the attention and commitment that Endeavour Foundation pays to the safety of all customers, staff and visitors.



Southport Business Service team celebrating their 1000 days injury free with a sausage sizzle.



Maryborough Business Service team proudly wearing their 1000 days injury free t-shirts.





## Rewards for our waste experts

We are well known for our waste management activities. Last year, our Rockhampton site was recognised for excellent work by the National Association for Information Destruction.

Other waste initiatives providing work and up-skilling are the transition of the Gympie Waste Management Facilities to Endeavour Foundation, and a bumper year for the Atherton Recycle Market, which exceeded all trading expectations. Along with additional projects in Cairns and Gladstone in the coming year, these will help to provide different experiences for supported employees and potential pathways for those seeking open employment.

## *E-waste Team delivers green lights for all*

During the past year the Queensland Department of Transport and Main Roads replaced almost 300 halogen lanterns across the state with new LED technology making them more reliable, easier to see and reducing energy consumption by 46%.

For around 25 supported employees working in our e-waste team this was a fabulous opportunity to participate in this major Government project.

This was an exciting and challenging opportunity for the team – certainly a little different to dismantling their usual computers, televisions and the like. Those involved were so proud of the work they had done, with some pointing to the traffic lights and excitedly telling family and friends about the work they were doing.

The team processed almost 9,000kg of lights and fittings overall, with a miniscule 0.12% of materials ending up in landfill – a truly remarkable effort that is well above e-waste industry benchmarks.





## New employment pathways

Endeavour Foundation's Community Solutions subsidiary delivers specialised Transition To Work programs, work placements and apprenticeships. This year the Community Solutions subsidiary achieved well over their budget targets, helped strengthen our financial position and provided customers with a range of employment options.

The subsidiary's achievements this year included:

- ▶ assisting 4,000 job seekers, including many people with a disability, into sustainable employment
- ▶ being responsible (at any one time) for the placement of 100 Endeavour Foundation workers
- ▶ introduction of a centralised "call centre" to answer all customer, employer and stakeholder questions

- ▶ forming new employment partnerships with various employers and apprenticeship/traineeship services, including Elements Specialists and the Apprentices and Trade Centre
- ▶ significantly improving performance across employment contracts, with nine sites performing at a star rating of 4 or above
- ▶ receiving two prestigious National Employment Services awards.

Next year, there are plans for significant expansion via an increase in Disability Employment Services (DES) business under the new contract.



Jacob Brown and Host Employer Broc Cattley

## Apprentice goes full circle

Having completed his own qualification through Community Solutions' Group Training services in 1997, Broc Cattley knows the value of a quality apprenticeship.

Since obtaining his qualification, Broc has paved a career that has spanned yacht-building, making custom furniture and, more recently, being his own boss.

Broc started Outback Touring Solutions six years ago, and has recently returned to Community Solutions' Group Training Services ... this time as a Host Employer.

Broc took on Cabinetmaking Apprentice Jacob Brown in December 2017 and says he is doing "really, really well" within the team.

"As a Host Employer, I like the ease of working with Community Solutions' Group Training services," Broc said.

"All of the processes are taken care of for me, from recruiting to payroll. I like to have my paperwork simple, so it is convenient with a weekly invoice for the apprentice."

"I also have the security of knowing that Jacob will have continuous work throughout his apprenticeship with other host employers if work was to go quiet."



# SOCIAL & COMMUNITY PARTICIPATION

Involvement with our community provides a sense of connectedness and inclusion.

Endeavour Foundation's long history and strong presence in the community enables us to make strong, enduring connections that translate to major benefits for people we support.





Our successful relationships with major retailers and large community organisations help us support our job seekers with on-the-job learning, professional development and employment opportunities across our footprint. New activities this year included:

- development of Community Plans in North Queensland designed to further build and strengthen our existing networks and relationships within local communities. This has already been successful in Rockhampton where a new relationship with the CQ Capras football team has been forged
- a partnership with Pioneer Potters in Mackay connects potters and customers of the Learning and Lifestyle service once a fortnight to create amazing products
- establishment of a music therapy program, funded by the Mackay Regional Council
- a partnership with CORE magazine in Cannonvale that provides a dual benefit. Our Learning and Lifestyle customers deliver this free magazine bi-monthly, offering a great opportunity to liaise with community businesses and partners. In exchange, we have the opportunity to share a story about Endeavour Foundation and our customers in each edition
- customers are enjoying helping people in need, building their social skills and showing community spirit, as part of the Volunteer Whitsunday organisation. Endeavour Foundation staff joined with the Volunteer Whitsunday group in the aftermath of Cyclone Debbie. Our involvement has continued, with people we support now also volunteering, mostly assisting elderly people with activities such as tip runs, food vouchers and lawn mowing
- Nambour Learning and Lifestyle, with support from the Sunshine Coast Council, has created the Nambour Brushers program, where people with a disability and other community members meet to learn art skills from a professional teacher.



## The art of inclusion

The Sunshine Coast community answered a call from Endeavour Foundation's Nambour Learning and Lifestyle service to help create a truly inclusive art program.

Funded through a grant from Sunshine Coast Council, and supported by the fabulous team at Coolum HeARTs, the program aims to develop artistic skills in tandem with lasting social relationships for people with and without a disability.

Support Worker Sally Bowling described it as "an opportunity for everyone to grow".

"There are so many people who would relish the opportunity to make new friends and develop new interests, and all while enabling a whole new level of community engagement for people with a disability. Even the local Men's Shed has been involved – producing easels for everyone to use."

Brian Williams is just one of the program's participants: "I enjoy learning about painting and meeting other artists. I enjoy the atmosphere and having a good chat with everyone."



# RELATIONSHIPS & INDEPENDENCE

Good relationships can bring a sense of joy, belonging and provide us with a support network to help navigate life's ups and downs.

Endeavour Foundation supports people with a disability to strengthen relationships through a range of services that build communication skills, learn ways to manage and improve behaviours, and enable people to find a sense of wellbeing and connectedness to others or to the community.





## Specialist behaviour services

The need for Specialist Behaviour Support continues to grow, with people who were previously either unable to access or unaware of the existence of behaviour support services now receiving funding through the NDIS. Over the past year, our specialist behaviour services customers in NDIS roll out areas have increased from 36 to 133. The specialist behaviour team also continues to receive block funding to support customers in non-NDIS areas.

This growth has provided the opportunity for the

creation of a multi-disciplinary team, including behavior analysts, psychologists, speech and language therapists, occupational therapists and social workers who provide integrated and tailored specialist behaviour services.

A number of important sector partnerships have also developed, where agencies and external customers are seeking expert input, consultancy and training from our Specialist Behaviour Support professionals.

## Valuable support for customers and carers

Our Support Coordination services are also supporting people to minimise the complexity of negotiating with NDIS service providers, government agencies and accommodation providers. While not everyone requests support coordination as part of their plan, those that do are already benefiting from the extra assistance in sourcing and managing service providers, coordinating the various supports they receive each week, problem solving as issues arise, and linking with mainstream supports.

The Support Coordination team has also been invaluable in assisting those who may need help in understanding their plans and what funding they have received, as well as those who may have need of a plan review or have experienced a change in their circumstances. Having a Support Coordinator to liaise with the NDIA in relation to plan reviews or other issues can alleviate much stress for customers and their families.

## From surviving to thriving

Jo Neylan says that surviving the first year of NDIS was a "complete struggle for the first four to five months". With her daughter Kirsty having previously only received three hours of support per week, Jo had no knowledge about what supports were available, or where to go for help.

"We were recommended another Support Coordinator to start with, who we found out didn't have any knowledge of intellectual disabilities or Autism. After several months of completely inadequate support, all leading nowhere, I was recommended to give Endeavour Foundation a call and to ask for Trishell Henderson, who came highly recommended.

"From the very first phone conversation with Trishell I was completely blown away by her knowledge, professionalism and her dynamic, high achieving attitude. When my daughter and I went for our first meeting with her, it became instantly apparent how little support our previous coordinator had given us.

"Not only was she able to recommend services that would be of benefit, she rang, made appointments and put everything into place that we needed. She recommended services I had no idea we could utilise.

"To say she has changed my daughter's life is an understatement. Her mental health and outlook on life has improved 100%. She now faces a future with support from her workers. And I am no longer stressed out completely, supporting her 24 hours a day. This is how the NDIS and Support Coordinators can make a huge difference to someone's life."



Kirsty Neylan

# DELIVERING SERVICES TO OUR CUSTOMERS



HOME

570

people received accommodation services



DAILY LIVING

250

people benefited from respite services



WORK

2,288

people enjoyed supported employment

4,000

jobseekers were placed into sustainable open employment



SOCIAL & COMMUNITY PARTICIPATION

365

people increased their participation in the community through community access services



RELATIONSHIPS & INDEPENDENCE

250

people took steps towards more positive relationships through specialist behaviour services



LEARNING

846

people learned life skills or participated in learning or transition programs



# IMAGINING A BETTER WAY

To equip us for the new NDIS environment, we held up a mirror to every aspect of our organisation.

During the past 12 months we have continued to build upon the strategy we outlined for the business last year, launched our new values and mission, and moved to implement a range of new systems and improvements to support and guide the organisation's growth. This will help ensure a robust organisation and enable us to prepare and support our staff to deliver the best experience for our customers.

## Our Strategy

The key focus for Endeavour Foundation's leadership team this year has been to drive the change required within the organisation's systems, processes and structure to ensure the business meets the four strategic goals it set for itself last year:

- consolidate and grow our core focus of supporting people with an Intellectual Disability
- grow our share of the broader disability market
- extend our reach through strategic partnerships to provide support across a broad range of services
- deliver a consistent customer experience.

The key business imperatives to achieve this focus on:

### 1. *Customer connection*

Behind every discussion, decision and action needs to be the voice of the customer, sourced from evidence based insights. It is only through this we will truly deliver what customers and their families most need, want and value, and be able to support them in effecting real change in their lives.

### 2. *Our People*

By focusing on the health, safety and wellbeing of our people, we will develop capability, workforce strategy and our people experience.

### 3. *Operational Excellence*

Ensuring the financial health of the organisation by delivering in a customer-led market, consolidating and growing our core focus, and implementing customer-driven service solutions.

# LEADING THE WAY

Our executive leadership team has continued its focus on ensuring the organisation and its people are prepared for the opportunities and challenges that lie ahead under a competitive NDIS marketplace.

In the past year, they have led considerable organisational change, business transformation projects affecting systems and process, and consolidating our core business for the benefit of customers – now and into the future.



*From left: Mark Fenton, Executive General Manager Corporate Services and Chief Financial Officer; Kym Shreeve, Chief People Officer; Andrew Donne, Chief Executive Officer; Paula Mayson, Chief Operations Officer; David Curd, Executive General Manager Community Solutions Division.*

## Executive Leadership Changes

Since the financial year end there have been several changes within the Executive Leadership Team.

Andrew Thomas, formerly Executive General Manager – Supporter Enterprises and Sandra Philpott, formerly Executive General Manager – Customer, Strategy and Marketing have resigned their roles and taken up new opportunities outside of Endeavour Foundation. We thank Andrew and Sandra for the significant contribution they have both made to the organisation. Their efforts have greatly assisted in

Endeavour Foundation being much better placed for its ongoing journey.

Jenny Madden, formerly Executive General Manager – Clinical and Service Governance has also moved into the newly-created role of General Manager, Specialist Services. Jenny leads a multi-disciplinary team that will work to ensure that we can provide the integrated and tailored specialist services that our customers need.



## Operating a better way

Operationally, there have been a number of significant changes within the business which are already starting to improve staff understanding and engagement, as well as business efficiencies. Among the changes in the past year are:

- implementing organisational values and behaviours within the organisation, including:
  - » Our People Promise, which outlines how we work together to deliver for customers
  - » Our People Experience, to help us listen, lead and deliver programs and initiatives that improve our workplace for employees
  - » Our Performance Partnership to support our leaders and staff
- establishing the Customer Safety Council and a Community of Practice in which customer safety is a priority
- tracking our business performance in a more formalised way and, for the first time, sharing this information across the organisation
- establishing a transformation project team for a fixed term to help guide the organisation through key projects designed to transform business operations, while building internal capability among permanent staff to ensure that the business continues to evolve and innovate to meet customer and market needs on an ongoing basis
- establishing a formal Operational Excellence program within the Service Delivery business unit, focusing on building capability and identifying process improvements. Employing a Lean methodology, this program has:
  - » built a network of Operational Excellence resources including a small centralised Business Improvement team, Regional Lean Coaches and staff upskilled in the methodology
  - » introduced Lean training through workshops and e-learning
  - » delivered business improvements by improving production flow through site layout and 5S changes, improving safety and reducing waste
  - » commenced unit costing at our Commercial sites to help drive improvement and deliver savings
- introducing new systems to drive efficiency, including the Carelink+ rostering and billing system and Dynamics AX renewal, to simplify and refresh our key financial system
- selling our unused or underutilised land and buildings (\$12.8m) with a view to significantly reduce our level of debt. We are now in a position where the organisation has no outstanding debt.

## Delivering services in a better way

The NDIS has presented a challenge for all disability providers to ensure they are delivering services that customers truly need, want and value. We also know from customer insights and from our own reflections that we could make it easier for people to do business us. With this in mind, we have spent a considerable amount of the past year looking not only at what type of services we offer and what they will look like, but also how we interact with customers at all stages of service delivery. In the past year we have been:

- working with customers and their families as they navigate the NDIS by providing dedicated NDIS resources to lead the transition in each location and ensure customers are well-prepared to receive the best possible outcome from the NDIS
- building an NDIS-ready workforce
- merging service delivery into one business unit, facilitating collaboration and an organisation-wide view of customers, so we can support each person in a holistic way
- improving customer onboarding and billing process to enhance the ease of doing business
- asking our customers what they want and need from us, and co-designing services to deliver this.

## Recruiting a better way

With our people being a critical component of our success, we are committed to ensuring that we have the best people – and the right people – in the right roles. We also want to ensure that our employee experience is as positive as that of our customers. Several ways we have sought to do this is through:

- implementing an e-recruit platform to improve efficiency
- developing and implementing online organisation orientation
- commencing assessment centres for multiple employee recruitment and onboarding
- a commitment to values-based recruitment.

## Leading in a better way

Throughout their time working with Endeavour Foundation, we want each staff member's experience to be a consistent and positive one. A large part of that comes down to great leadership. During the past year a number of programs and resources have been developed to build a high-performing, customer-focused organisation that reflects our values and behaviours. These include:

- addressing lowlights identified in our employee satisfaction surveys as an integral part of team activity
- developing a range of tools and resources to lift leadership capability and introducing our new 'Performance Partnership' which helps staff define success in their roles, track progression and set career goals
- developing a narrative-based learning program for the leadership team
- launching the Leadership Development Institute to provide practical frameworks and tools for leaders
- developing a Recognition & Reward Framework.

We saw a 15% increase in participation from the previous employee survey and a 10% increase in employee satisfaction to 77%. This exceeded our annual target for employee satisfaction by 7%.



## Better ways to stay safe and healthy

This year, we have increased our focus on safety – for our customers, our people and our contractors – with excellent results. Among our achievements in safety last year were:

- reductions of 46% and 33% in the rolling Lost Time Injury Frequency Rate (LIFR) and Claimable Incident Frequency rate respectively
- continuing roll out of 'You Only Live Once' training, which reduced Lost Time Injury Frequency Rate (LTIFR) from 121.54 in January 2015 to 7.19 at the end of 2017
- developing and implementing an online safety induction
- achieving excellence in return to work rehabilitation, recognised at both the Queensland and NSW Safe Work Awards
- introducing Wellbeing Champions across the organisation to help employees thrive in the workplace
- celebrating 1000 days without a lost time injury at both our Maryborough and Southport commercial sites
- a significant increase in hazard and near miss reporting, showing a heightened awareness and focus on safety across the business.

## Recognising a better way

We are very proud to have been recognised for our excellence and innovation across a range of areas in the past year, including:

- People & Culture team named as an Innovative Team in 2017 by HR Directors Magazine
- Alicia Coombs Marr (People Experience Partner) received HR Directors Magazine Rising Star recognition
- Work, Health, Safety & Injury Management team won the Excellence in Recovery at Work Award at NSW Safe Work Awards
- Work, Health, Safety & Injury Management team won the Best Rehabilitation and Return to Work Management System at the QLD Safe Work Awards
- Community Solutions' Workforce Solutions team were recognised twice at the National Employment Services Awards, with Casey Dickinson winning the NESAs Bright Star Award, while her colleagues Tina West, Kim Clegg and Lesley England were awarded second place in the NESAs Excellence in Indigenous Employment Award
- The Eastbank Edible Garden project won the Health and Happiness Award at the annual Healthy Towns Awards.

# CORPORATE GOVERNANCE

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

## Our corporate governance framework:

- › embraces the requirements of relevant 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.

## Policy statement

The platform of good corporate governance is an effective, accountable and ethical decision-making process focused on the pursuit of our corporate objectives. This is defined in the Endeavour Foundation constitution and embraced within the Endeavour Foundation Business Strategy.

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

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 and decisions reflect our responsiveness to the opinions and needs of our stakeholders.

## Legal Structure

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

**Members 30 June 2017 – 1043**



## 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 directors are elected by the Area Committees. The Board may appoint up to four independent directors.

In accordance with the requirements of the constitution, the Board meets at least six times per year. 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 assisting the Board with key organisational decisions such as strategy, growth, annual budget considerations and policy change.

The National Council consists of the Chair and 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 Area Committee, and of groups which join Endeavour Foundation by amalgamation, are represented at a national level.

National Council responsibilities include the review of guidelines, processes, procedures and policies, 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 10 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 relationships which are vital to achieving Endeavour Foundation's goals on behalf of people with a disability.

## Support Groups

Endeavour Foundation works with a number of local groups representing families and interested stakeholders around the state. These groups are part of the organisation's formal governance structure, and have close links to their Area Committee.

These groups play an important role in providing support to local services and families of people with a disability but do not play a role in the day-to-day management of Endeavour Foundation or its services. They also act with Area Committees 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 & Risk 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, and risk and compliance. Implementation of the program is subject to ongoing review by the Audit & Risk 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 & Risk Committee and Executive Management Team that the internal control environment is adequate and is operating effectively.

## Risk Management

The Board of Directors Audit & Risk Committee is responsible for oversight of the organisation's risk management framework, 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 Framework, policies and procedures are regularly reviewed and updated.

## Commitment to continuous improvement

In the operation of all services, Endeavour Foundation continues to demonstrate a high level of commitment to the principles of the National Standard for Disability Services (2012) and Human Services Quality Framework (2013 Queensland) 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 suggestions for change and new internal practices. 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	2016-2017	2015-2016	2014-2015	2013-2014
Opportunities for improvement – employment services (30 establishments)	1	9	14	13
Opportunities for improvement – disability services (259 establishments)	7	N/A*	30	43
Non Conformances – employment services (30 establishments)	22	0	0	0
Non Conformances – disability services (259 establishments)	2	N/A*	3	0

\*Note: Audits occur as part of an 18 month cycle. No audit took place during this reporting period.

## Work, Health, Safety and Injury Management

Further emphasis on improving safety performance has been a key driver in Endeavour Foundation's Strategic Planning process. The key message underpinning this is that 'There is no success without safety'. The following initiatives have been incorporated to assist in the delivery of objectives:

- Established a Safety@Endeavour Framework to align safety for our customers, safety for our people and safety for our contractors and others
- Developed and implemented 'Our Safety Promise'
- Developed a Safety Leadership program and commenced roll out
- Established eight critical success standards and checklist ready for implementation
- Established programs to facilitate improved worker health and wellbeing programs.

As a result of these initiatives Endeavour Foundation achieved, or surpassed, many zero harm targets including:

- 45% reduction in rolling Lost Time Injury Frequency (against 10% target)
- 20% reduction in rolling Claimable Incident Frequency (against 10% target)

- 26% reduction in Number of Claimable Incidents (against 10% target)
- 70% of claimable incidents reported on time (behind target by 10%)
- Premium as a percentage of remuneration at 1.53% compared to 3.61% in 2011
- Continued roll out of 'You Only Live Once' (YOLO) training along with senior leadership across the Group Training business has seen LTIFR reduce from 121.54 in January 2015 to 7.19 at the end of June 2017.

Endeavour Foundation has again performed well against the national disability sector benchmarks and our efforts were recognised with the following awards:

- Queensland Safe Work Awards for Category 11 – Best Rehabilitation and Return to Work Management System
- NSW Safe Work Awards for Category 4 – Excellence in Recovery at Work for Business.







# MEET OUR BOARD OF DIRECTORS

## Board changes

After nearly seven years of service to the Endeavour Foundation Board Kate Swindon retired as Board member and Deputy Chair in March 2017. Yvonne Keane was elected into the role of Deputy Chair.



### **TONY BELLAS** Chairman

BEcon, DipEd, MBA,  
FAICD, ASA, FCPA

*Appointed to the Board 14 February 2011*

Tony has been a member of the Endeavour Foundation Board since 2011, serving as Deputy Chair before taking on the role of Chairman at the end of 2015. Tony is also Chairman of ERM Power Ltd, CTM Travel Ltd, Shine Lawyers Ltd, State Gas Ltd and Novonix Ltd. all of which are listed on the Australian Securities Exchange. Tony is also a director of a number of unlisted companies in Queensland. Tony has previously held Chief Executive roles at Seymour Group, Ergon Energy and CS Energy. Prior to these roles, he had a long career with Queensland Treasury where he reached the position of Deputy Under Treasurer.



### **YVONNE KEANE** Deputy Chair

*Appointed to the Board 26 May 2014*

Yvonne is an award winning TV producer, SugarBaby Cosmetics founder, and Councillor for Hills Shire Council in Sydney. Yvonne's life changed with the birth of her first child, Asher, who is hearing impaired. She founded the Hear the Children Early Intervention Centre, which provides life-changing early intervention to hearing-impaired babies and preschoolers; and Reach for the Rainbow to raise funds for underfunded early intervention services. Her outstanding contribution has been recognised with awards from her local community, New South Wales Government and the United Nations. She is passionately committed to raising awareness of the benefits of early intervention and using her skills to influence positive change for people with a disability.



### **DR PAUL CURRIE**

BSc (Hons),  
PhD (Physics)

*Elected to the Board November 2014*

Paul has a strong focus on the continued growth and development of opportunities for people with a disability. He and wife Judy are long-term volunteers with Endeavour Foundation and son Andrew has worked for Endeavour Foundation in Warwick since 2003. Paul is a member of the Warwick Support Group, a member of the South-West Area Committee, and was inaugural Deputy Chair of the Endeavour Foundation National Council. Paul has held senior executive support roles in a wide range of organisations from small not-for-profits to those with more than \$1 billion annual turnover, including Griffith University and Toowoomba Regional Council.





## SCOTT ELLIS

BBus, ASA, AAICD

*Elected to the Board 22 November 2013*

Scott has worked in the commercial and corporate finance industry for many years, dealing with many diversified industries. Scott has an older brother and brother-in-law with a disability and has been around the Endeavour Foundation community for over 30 years. Having been raised in Cairns, Scott is acutely aware of the difficulties faced in regional areas in obtaining much-needed supports and is passionate about ensuring 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 is an Associate Director in the professional services company AECOM Australia and has worked for over 30 years in civil and water infrastructure in both private practice and Government. He is a member of the North Queensland Area Committee of Endeavour Foundation. He 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. His sister Ana is a long term client and supported employee of Endeavour Foundation.



## ALISON SEMPLÉ

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

*Elected to the Board 30 November 2012*

Alison's passion is people, reflected in her career as a secondary teacher specialising in Mathematics, English and those with special needs. Alison has three children including a 40 year old who lives with a severe intellectual disability and communicates with an electronic device. She and her husband have advocated for decades serving on management committees, and she has been the parent representative on Endeavour Foundation working groups including the Complaints Advisory Committee. Alison and her husband have an active network of families within the sector including other states that are trialing NDIS and other countries that use different models of service delivery.



## 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 Down Syndrome, has had a 30 year career with the organisation. She is a member of Endeavour Foundation's South East Queensland Area Committee, and has also 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 and is passionate in continuing to effect positive change in an area to which she has already devoted much of her life.

# FINANCIAL OVERVIEW





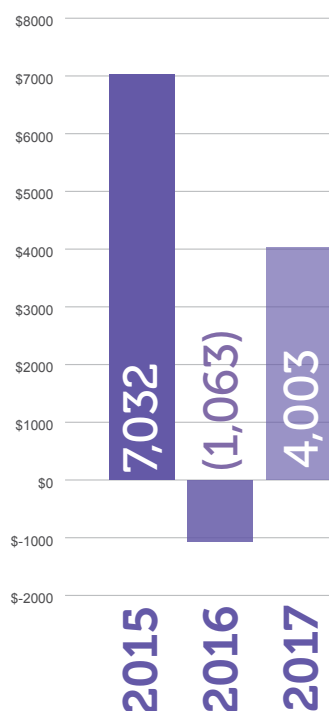
The consolidated annual financial statements of the Endeavour Foundation Group for the financial year ended 30 June 2017 comprise Endeavour Foundation ("the Company") and its controlled entities, referred to collectively as ("the Group"). A brief summary of the Group's annual financial statements is presented below.

The Group recorded an operating surplus for the current financial year of \$4,003,000 compared to an operating deficit of (\$1,063,000) in the previous year. This operating result was achieved primarily due to the following factors:

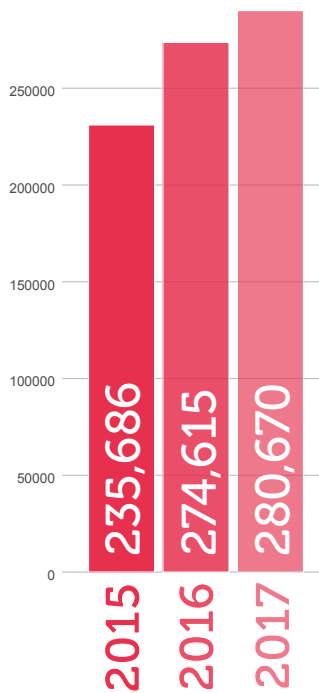
- a marginal deterioration in the operating results from Service Delivery as the business transforms ahead of the full introduction of the National Disability Insurance Scheme, exacerbated by the continued challenging business environment faced by the geographically dispersed Queensland based supported employment services
- a significant improvement in the operating results from the Supporter Enterprises division, due to improved contributions from lotteries, events, fundraising and the Endeavour Recycled Clothing stores
- a significant improvement in the operating results generated by the Community Solutions Group entities due to growth in net revenues from new services
- increased corporate and infrastructure costs due to corporate project costs associated with the continued implementation of improved IT systems and business processes, the cost of system reviews and increased marketing and communication costs in preparation for the full implementation of the National Disability Insurance Scheme.

The Group's net surplus for the current financial year, after recognising a net charge from non-operating items of (\$523,000) was \$3,480,000. The net charge from non-operating items in the current period included significant gains on the disposal of properties of \$2,823,000, a significant bequest of \$968,000 and non-recurrent government capital grants of \$426,000 which were offset by \$4,740,000 in respect of the refund of the salary packaging fee that had been recovered from staff during the period 1 January 2010 to 30 June 2015. In the previous year the Group recorded a comparative net surplus for the year of \$8,914,000 after recognising non-operating items of \$9,977,000. The prior period non-operating items included significant net gains on the acquisition of subsidiaries of \$8,133,000, a significant bequest of \$655,000, a loss on disposal of properties of (\$107,000) and non-recurrent government capital grants and other capital donations of \$1,296,000.

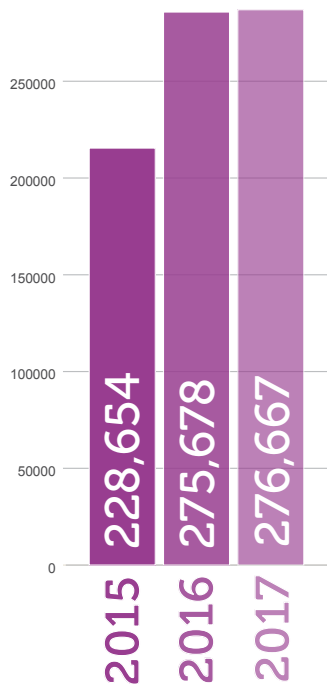
### Operating Surplus/(Deficit) (\$'000)



## Operating Revenue (\$'ooo)



## Operating Expenses (\$'ooo)



## Financial highlights during the year included:

### Income Statement

Operating revenues increased by 2.2% over the prior year to a record level of \$280,670,000, with a change in the mix of revenue streams as the progressive transition is made from government subsidised services to services operated and funded under the National Disability Insurance Scheme (NDIS). During the current financial year, NDIS revenues increased to \$10,232,000, compared to just \$344,000 in the prior period.

The Group continues to be heavily reliant on both the Federal and State Governments to help fund the services it provides to its customers, with government subsidies representing 55.5% of total operating revenue (2016: 59.2%). Government subsidies decreased by \$6,799,000 or 4.2% to \$155,903,000, reflecting a combination of the effects of services that have transitioned to the NDIS, off-set by growth in services (principally in the Community Solutions Group entities) and indexation of existing subsidies.

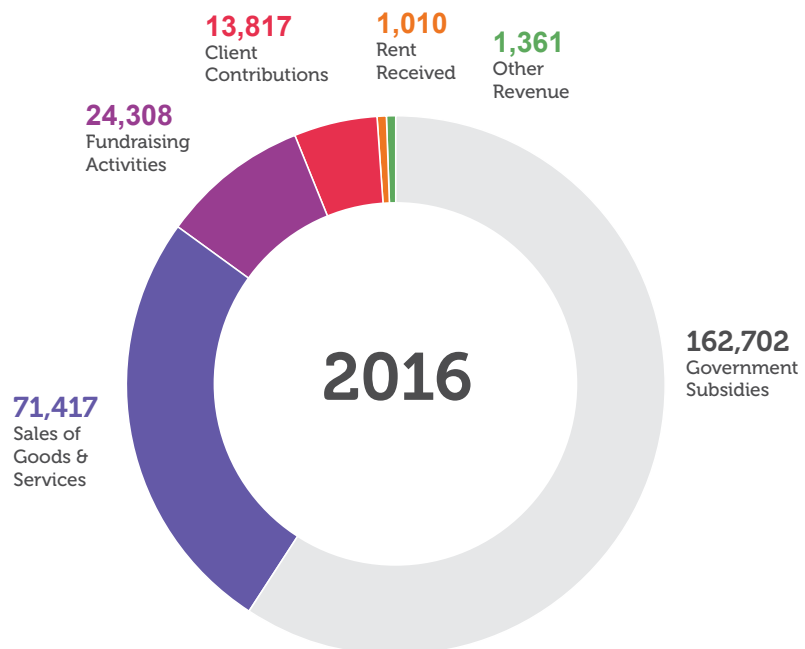
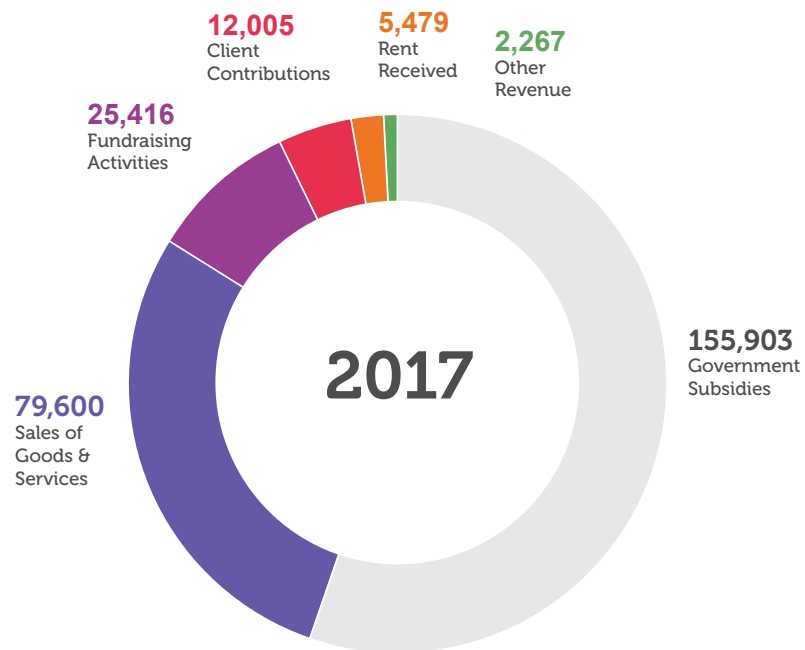
Operating expenses were well contained, increasing by 0.4%, or \$989,000 to \$276,667,000 for the year. This is only slightly less than 2.2% increase in total operating revenues, reflecting the tight margins under which the organisation operates and the risks inherent in those areas of the business that 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 2.2% increase in revenues and the 0.4% increase in expenses flowed through to record an operating surplus for the year of \$4,003,000.

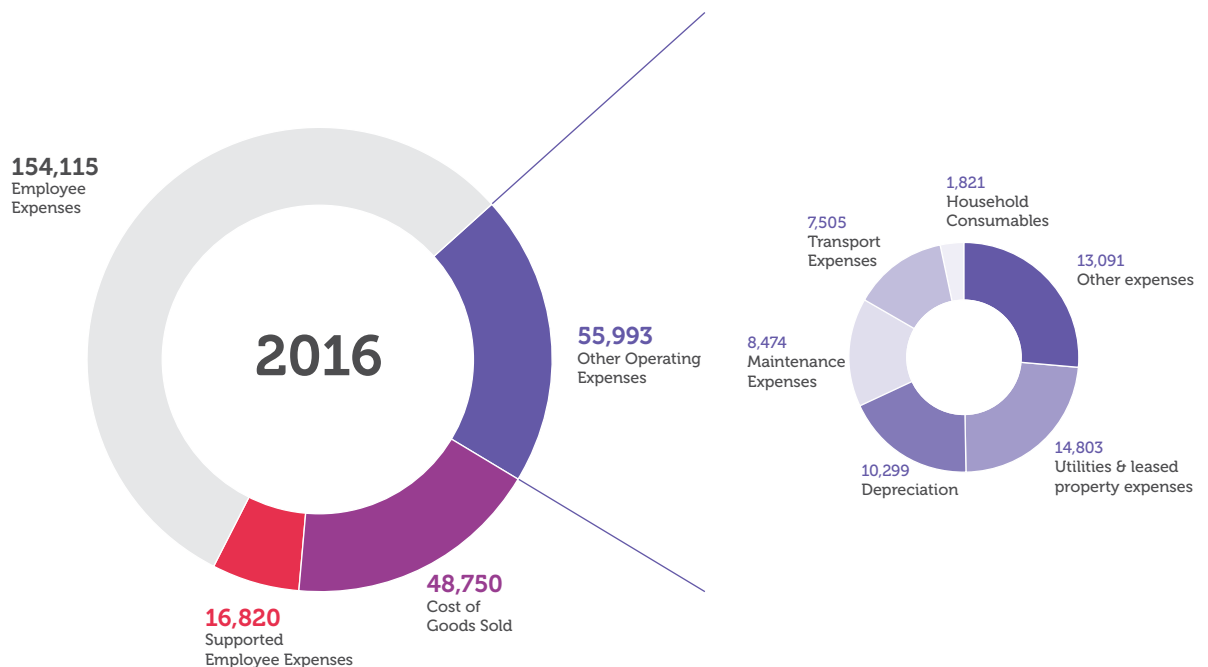
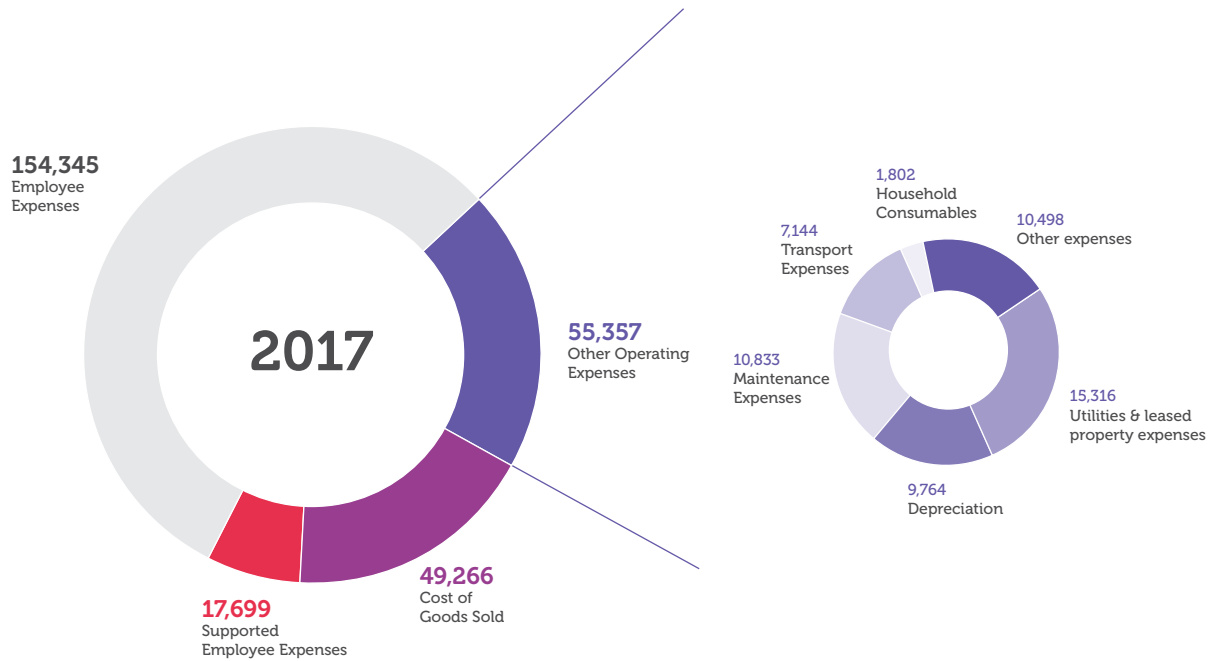
Non-recurrent government capital expenditure grants and other capital donations and a significant bequest of \$1,394,000 (2016: \$1,951,000) continue to provide an important cash supplement for capital asset acquisitions and improvements. The total capital expenditure spend on property in 2017 was however \$3,824,000 (2016: \$4,209,000), leaving the majority of the current year's capital infrastructure spend to be funded from internal cash reserves.



## Operating Revenues (\$'ooo)



# Operating Expenses Breakup (\$'ooo)





## Balance Sheet

The Group is in a sound financial position at 30 June 2017, with healthy bank balances and no interest bearing debt. It continues to maintain and grow a strong balance sheet with current assets exceeding current liabilities by \$16,912,000 at balance date (2016 net current assets of \$18,944,000).

The year-end cash balance of \$34,682,000 includes quarantined cash of \$8,535,000. The quarantined cash balance represents revenue received in advance and other cash reserves that have been designated for a specific purpose, which are available for draw down only once the services they are meant to fund have actually been delivered.

The entire interest bearing debt balance of \$14,800,000 was repaid during the current period, utilising the proceeds from the disposal of the previous corporate head office buildings at 50 Southgate Avenue, Cannon Hill and other commercial and industrial properties that were no longer required to support service delivery. The Group had no interest bearing debt at period end.

The balance sheet remains strong with total equity increasing by \$4,000,000 to \$122,080,000, reflecting a combination of the effects of the net surplus for the year and items of other comprehensive income related to the investment portfolio and the non-cash actuarial adjustment from the defined benefit fund, recognised directly through retained earnings.

## Cash Flow Statement

Net cash provided by operating activities remained strong at \$18,238,000 (2016: \$7,635,000), due largely to the effect of the increase in the net surplus for the year and a decrease in working capital funding requirements. The cash generated from operating activities, together with the net cash generated from investing activities of \$6,830,000, was sufficient to fully cover the repayment of interest bearing debt of (\$14,800,000), resulting in a \$10,268,000 increase in the cash and bank balances for the year, to record a closing cash balance of \$34,682,000 at period end.

## Audited Financial Report

The audited full statutory Annual Financial Report for the year ended 30 June 2017 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](http://www.endeavour.com.au).

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

	2017	2016	2015	2014	2013
Operating Revenues	280,670	274,615	235,686	186,099	167,722
Operating Expenses	(276,667)	(275,678)	(228,654)	(184,058)	(166,854)
<b>Operating Surplus</b>	<b>4,003</b>	<b>(1,063)</b>	<b>7,032</b>	<b>2,041</b>	<b>868</b>
Government capital expenditure grants and other capital donations	426	1,296	2,753	2,160	1,112
Significant bequests	968	655	-	-	-
Gain/(Loss) on sale of properties	2,823	(107)	390	1,234	1,505
Refund of salary packaging fee	(4,740)	-	-	-	-
Net gains on business acquisitions	-	8,133	13,998	8,203	-
<b>Net surplus for the year</b>	<b>3,480</b>	<b>8,914</b>	<b>24,173</b>	<b>13,638</b>	<b>3,485</b>

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

	2017	2016	2015	2014	2013
<b>Assets</b>					
Current assets	65,250	59,876	46,475	36,249	29,095
Non-current assets	109,086	116,233	118,282	84,687	67,259
<b>Total Assets</b>	<b>174,336</b>	<b>176,109</b>	<b>164,757</b>	<b>120,936</b>	<b>96,354</b>
<b>Liabilities</b>					
Current liabilities	48,338	40,932	35,492	29,107	24,165
Non-current liabilities	3,918	17,097	19,085	7,424	3,284
<b>Total Liabilities</b>	<b>52,256</b>	<b>58,029</b>	<b>54,577</b>	<b>36,531</b>	<b>27,449</b>
<b>Net Assets</b>	<b>122,080</b>	<b>118,080</b>	<b>110,180</b>	<b>84,405</b>	<b>68,905</b>



# SUMMARY FINANCIAL REPORT

**For the year ended  
30 June 2017**

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 2017. 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 2017 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 2017 Annual Financial Report can be requested by telephone 07 3908 7100 or may also be downloaded from [www.endeavour.com.au](http://www.endeavour.com.au)

# Directors' Report

## For the year ended 30 June 2017

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 2017 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:

Name	Qualifications and Special Responsibilities	Experience (in years)	
		Board of Directors	Area Committee
<b>Current at 30 June 2017</b>			
Anthony George Bellas (Independent Director) (14 February 2011)	B Econ, Dip Ed, MBA, FAICD, ASA, FCPA Chair Member of Audit & Risk Committee Member of Nominations & Remuneration Committee	6	-
Yvonne Dianne Keane (Independent Director) (26 May 2014)	Member of Nominations & Remuneration Committee Deputy Chair (from 25/04/2017)	3	-
Paul Denis Currie (Elected Director) (26 November 2014)	BSC (Hons), PhD (Physics) Member of Client Services Committee Member of Audit & Risk Committee	3	7
Scott Robinson Elton Ellis (Elected Director) (22 November 2013)	BBus, ASA, AAICD Chair of Audit & Risk Committee	4	17
Pedro Mendiola (Elected Director) (22 November 2013)	BE (Hons), GDMgt, MIEAust, RPEQ, CPEng Member of Audit & Risk Committee	4	6
Alison Jean Semple (Elected Director) (30 November 2012)	LTCL, BA, Grad Dip Ed(rsc), Grad Cert Theol Chair of Client Services Committee	5	17
Suzanne Evelyn Thorpe (Elected Director) (30 November 2012)	AAICD, Dip Marketing Member of Client Services Committee Member of Nominations & Remuneration Committee	5	9
<b>Past Directors who served during year</b>			
Katherine Jean Swindon (Independent Director) (appointed 13 July 2010) (ceased 22/03/2017)	B Com, FCA Deputy Chair Member of Client Services Committee Member of Nominations & Remuneration Committee	7	-
<b>Resignations since the end of the financial year</b>			
None			



## Company Secretary

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

### Current Joint Company Secretaries

Mark Sidney Fenton	FCPA, GAICD, MBA, B Bus, JP(Qual)	Appointed 25/08/2017
Eric Duncan Campbell	CA, B Acc, Grad Dip Project Mgt, GAICD	Appointed 28/11/2013
Susan Mary Minehan	BA, LLB, MA Lit Studs, LLM	Appointed 4/07/2016 Resigned 25/07/2017

## 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		Client Services Committee Meetings		Audit & Risk Committee Meetings	
	A	B	A	B	A	B	A	B
A G Bellas	12	12	3	3	-	-	4	4
P D Currie	12	9	-	-	4	3	4	3
S R E Ellis	12	12	-	-	-	-	4	4
Y D Keane	12	11	3	3	-	-	-	-
P Mendiolea	12	9	-	-	-	-	4	2
A J Semple	12	12	2	2	4	4	-	-
K J Swindon	8	6	-	-	2	2	-	-
S E Thorpe	12	9	3	2	4	2	-	-

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

B – Number of meetings attended

## Board Processes

To assist in the execution of its responsibilities, the board has established a number of board committees including a Nominations & Remuneration Committee, a Client Services Committee and an Audit & 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 Foundation'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 A G Bellas (Chair)
- Councillor Y D Keane
- Mrs A Semple (appointed 28/04/2017)
- Ms S E Thorpe
- Ms K J Swindon (resigned 22/03/2017)

### **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:

- Mrs A Semple (Chair)
- Ms S E Thorpe
- Dr P D Currie
- Mr G M Crotty (retired as a director on 30/11/12 but remains a committee member)
- Ms K J Swindon (resigned 22/03/2017)

### **Audit & Risk Committee**

The Audit & Risk Committee provides assistance to the Board of Directors in fulfilling its corporate governance and oversight responsibilities in relation to the organisation's financial reporting, internal control structures, risk management systems, the internal and external audit functions, the process for monitoring compliance with laws and regulations and the code of conduct and related policies.

In doing so, it is the responsibility of the Audit & Risk Committee to maintain free and open communication between the Audit & Risk Committee, External Auditors, the Internal Auditor, the Head of Quality & Risk and management of the organisation.

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

- Mr S R E Ellis (Chair)
- Mr A G Bellas
- Mr P Mendiola
- Dr P D Currie

### **Principal Activity and Objectives**

The principal activities of the Endeavour Foundation Group during the year were the provision of support services to people with a disability, with a particular focus on people with an intellectual disability, including Residential Accommodation & Support Services, Learning & Lifestyle Support Services, Post-School Services, Supported Employment Services and Community Advocacy & Support Services. In addition, Open Employment and Apprenticeship Training services are also provided. In the opinion of the Directors no significant changes have occurred in the nature of these activities during the financial year.

The Endeavour Foundation Group's **Purpose** and **Mission** are:

#### **Purpose: Make possibilities a reality**

We are dedicated to helping people with a disability to live fulfilling lives, working together to turn possibilities into reality for each individual.

#### **Mission: We partner with people to aspire for more**

We believe in ability, and understand that everyone is different. We will work with our customers to make the most of their individual skills and interests, whether that is developing life skills, trying a new activity, work or learning. Our goal is to ensure we are there for our customers – both now and in the future – and we're committed to achieving more together, making their possibilities a reality.

The Group's Purpose and Mission is delivered through its **four core organisational values**:

**One:** We are one, valuing individual strengths and experience so we can achieve more together;

**Imaginative:** We never stop imagining a better future for our customers;

**Care:** We care, and treat everyone with respect and kindness;

**Passionate:** We are passionate, our customers are at the heart of everything that we do.



## 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 \$4,003,000 compared to an operating deficit of (\$1,063,000) in the previous year. This operating result was achieved primarily due to the following factors:

- a marginal deterioration in the operating results from Service Delivery as the business transforms ahead of the full introduction of the National Disability Insurance Scheme, exacerbated by the continued challenging business environment faced by the geographically dispersed Queensland based supported employment services;
- a significant improvement in the operating results from the Supporter Enterprises division, due to improved contributions from lotteries, events, fundraising and the Endeavour Recycled Clothing stores;
- a significant improvement in the operating results generated by the Community Solutions Group entities due to growth in net revenues from new services;
- increased corporate and infrastructure costs due to corporate project costs associated with the continued implementation of improved IT systems and business processes, the cost of system reviews and increased marketing and communication costs in preparation for the full implementation of the National Disability Insurance Scheme.

The Group's net surplus for the current financial year, after recognising a net charge from non-operating items of (\$523,000) was \$3,480,000. The net charge from non-operating items in the current period included significant gains on the disposal of properties of \$2,823,000, a significant bequest of \$968,000 and non-recurrent government capital grants of \$426,000 which were offset by \$4,740,000 in respect of the refund of the salary packaging fee that had been recovered from staff during the period 1 January 2010 to 30 June 2015. In the previous year the Group recorded a comparative net surplus for the year of \$8,914,000 after recognising non-operating items of \$9,977,000. The prior period non-operating items included significant net gains on the acquisition of subsidiaries of \$8,133,000, a significant bequest of \$655,000, a loss on disposal of properties of (\$107,000) and non-recurrent government capital grants and other capital donations of \$1,296,000.

## Dividends

The Company and its controlled entities are prohibited by their Constitutions from paying dividends.

## Events Subsequent to Balance Date

Since 30 June 2017 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.

## Director's Report (cont)

### For the year ended 30 June 2017

#### Directors' Benefits

Information on Directors' benefits is set out in the following notes to the Annual Financial Report:

- (a) No Directors' Fees are payable
- (b) No Related Party Transactions with Directors exist (Note 23 of the full Annual Financial Report)

#### 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.

#### 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 & Risk 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.

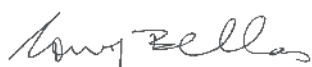
#### Auditor's Independence Declaration

The Auditor's Independence Declaration is set out on page 9 of the full Annual Financial Report and forms part of the Directors' Report.

#### Rounding

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 dated 1 April 2016. Accordingly 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.



A G Bellas – Chairman  
Brisbane  
11th October 2017



# Consolidated Balance Sheet

As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Current assets</b>			
Cash and cash equivalents			
- Untied cash		26,147	18,157
- Quarantined cash		8,535	6,257
	4	34,682	24,414
Trade and other receivables		14,920	12,419
Inventories		12,830	14,816
Other current assets		2,182	1,812
Assets classified as held-for-sale		636	6,415
<b>Total current assets</b>		<b>65,250</b>	<b>59,876</b>
<b>Non-current assets</b>			
Investments		1,896	1,712
Net defined benefit plan asset		2,717	2,481
Other intangible assets		1,299	1,948
Investment properties		2,758	2,803
Property, plant & equipment		100,416	107,289
<b>Total non-current assets</b>		<b>109,086</b>	<b>116,233</b>
<b>Total assets</b>		<b>174,336</b>	<b>176,109</b>
<b>Current liabilities</b>			
Interest bearing loans		-	1,800
Trade and other payables		20,333	14,555
Employee entitlements		19,926	18,800
Revenue received in advance		8,079	5,777
<b>Total current liabilities</b>		<b>48,338</b>	<b>40,932</b>
<b>Non-current liabilities</b>			
Interest bearing loans		-	13,000
Revenue received in advance		456	453
Employee entitlements		3,462	3,644
<b>Total non-current liabilities</b>		<b>3,918</b>	<b>17,097</b>
<b>Total liabilities</b>		<b>52,256</b>	<b>58,029</b>
<b>Net assets</b>		<b>122,080</b>	<b>118,080</b>
<b>Equity</b>			
Reserves		1,058	916
Retained earnings		121,022	117,164
<b>Total equity</b>		<b>122,080</b>	<b>118,080</b>

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 2017

	Note	2017 \$'000	2016 \$'000
<b>Revenue</b>			
Sale of goods and services		79,600	71,417
Fundraising activities		25,416	24,308
Service user contributions		12,005	13,817
Government subsidies		155,903	162,702
Rent received		5,479	1,010
Interest income		723	698
Other revenue		1,544	663
	3(a)	280,670	274,615
<b>Expenses</b>			
Cost of goods sold & commercial fundraising activities		(49,266)	(48,750)
Employee expenses		(154,345)	(154,115)
Supported employee expenses		(17,699)	(16,820)
Utilities & leased property expenses		(15,316)	(14,803)
Transport expenses		(7,144)	(7,505)
Maintenance expenses		(10,833)	(8,474)
Household consumables		(1,802)	(1,821)
Depreciation & amortisation expenses		(9,764)	(10,299)
Interest expense		(363)	(681)
Other expenses		(10,135)	(12,410)
		(276,667)	(275,678)
<b>Operating surplus/(deficit)</b>		4,003	(1,063)
Government capital expenditure grants and other capital donations	3(a)	426	1,296
Significant bequests		968	655
Gain/(loss) on disposal of properties	3(a)	2,823	(107)
Refund of salary packaging fee	3(b)	(4,740)	-
Net gain on business acquisitions	6	-	8,133
<b>Net surplus for the year</b>		<b>3,480</b>	<b>8,914</b>

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 2017

	2017 \$'000	2016 \$'000
Net surplus for the year	3,480	8,914
<b>Other comprehensive income (Items that will not be reclassified to profit or loss)</b>		
Net increase/(decrease) in fair value of investments	142	(81)
Realised gains/(losses) on disposal of investments	12	(45)
Actuarial adjustment to defined benefit superannuation plan	366	(888)
<b>Other comprehensive income for the year</b>	<b>520</b>	<b>(1,014)</b>
<b>Total comprehensive income for the year</b>	<b>4,000</b>	<b>7,900</b>

# Consolidated Statement of Changes in Equity

For the Year Ended 30 June 2017

	Fair value reserve \$'000	Subsidies reserve \$'000	Total reserves \$'000	Retained earnings \$'000	Total Equity \$'000
Total equity at 30 June 2015	601	396	997	109,183	110,180
Total comprehensive income for the year	(81)	-	(81)	7,981	7,900
<b>Total equity at 30 June 2016</b>	<b>520</b>	<b>396</b>	<b>916</b>	<b>117,164</b>	<b>118,080</b>
Total comprehensive income for the year	142	-	142	3,858	4,000
<b>Total equity at 30 June 2017</b>	<b>662</b>	<b>396</b>	<b>1,058</b>	<b>121,022</b>	<b>122,080</b>

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 2017

	Note	2017 \$'000 Inflows (Outflows)	2016 \$'000 Inflows (Outflows)
<b>Cash flows from operating activities</b>			
Cash receipts in the course of operations		302,049	293,828
Cash payments to suppliers & employees		(285,917)	(287,540)
Dividends received		119	123
Interest received		704	717
Interest paid		(405)	(518)
Legacies & bequests received		1,688	1,025
<b>Net cash provided by operating activities</b>		<b>18,238</b>	<b>7,635</b>
<b>Cash flows from investing activities</b>			
Acquisition of property, plant & equipment		(6,678)	(8,466)
Acquisition of investment properties		(18)	-
Acquisition of intangible assets		(210)	(887)
Acquisition of investments		(1,205)	(519)
Proceeds from disposal of property, plant & equipment		13,563	2,116
Proceeds from disposal of investment properties		-	438
Proceeds from sale of investments		1,175	789
Proceeds from non-operational capital grants and donations		203	431
Acquisition of business	6	-	(1,654)
Cash acquired through business combinations	6	-	5,006
<b>Net cash generated/(utilised) by investing activities</b>		<b>6,830</b>	<b>(2,746)</b>
<b>Cash flows from financing activities</b>			
Repayment of interest bearing loans		(14,800)	(2,197)
<b>Net cash utilised by financing activities</b>		<b>(14,800)</b>	<b>(2,197)</b>
<b>Net increase in cash held</b>		<b>10,268</b>	<b>2,692</b>
Cash at the beginning of the financial year		24,414	21,722
<b>Cash at the end of the financial year</b>		<b>34,682</b>	<b>24,414</b>
<b>Comprising:</b>			
Untied cash		26,147	18,157
Quarantined cash		8,535	6,257
		<b>34,682</b>	<b>24,414</b>

The Consolidated Cash Flow Statement is to be read in conjunction with the Notes to the Financial Statements.



## 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 33 Corporate Drive, Cannon Hill, QLD 4170.

The consolidated financial statements of the Company for the financial year ended 30 June 2017 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, and individuals and communities who have significant personal, social, economic and cultural disadvantage in accessing services and resources, through a range of flexible services, including residential accommodation, in-home support, adult education, life style support, drug prevention and public safety programs, services for disengaged young people and people experiencing mental illness, supported employment services and apprenticeship and traineeship qualifications.

## 2. 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 11th October 2017.

### (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;
- 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; and
- 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 Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191).

### (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.

## 2. BASIS OF PREPARATION OF SUMMARY FINANCIAL REPORT (continued)

### (d) Use of Estimates and Judgements (continued)

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 13 – Non-current Assets – Property, Plant & Equipment.

	2017 \$'000	2016 \$'000
<b>3.(a) OPERATING REVENUE AND OTHER INCOME</b>		
Sale of goods and services – other	69,368	71,073
Sale of goods and services – NDIS revenues	10,232	344
	<b>79,600</b>	<b>71,417</b>
Fundraising activities		
- Commercial fundraising activities	23,633	21,853
- Donations & appeals	789	1,486
- Special functions	190	480
- Bequests & legacies	720	371
- Community grants	84	118
	<b>25,416</b>	<b>24,308</b>
Service user contributions		
- Accommodation	4,040	8,371
- Fee for service	4,706	2,369
- Learning & Lifestyle	1,368	1,515
- Transport	1,891	1,562
	<b>12,005</b>	<b>13,817</b>
State Government subsidies	100,441	111,436
Federal Government subsidies	55,462	51,266
Rent received	5,479	1,010
Dividend income	119	123
Interest income	723	698
Other revenue	1,425	540
<b>Total operating revenue</b>	<b>280,670</b>	<b>274,615</b>



	2017 \$'000	2016 \$'000
<b>3.(a) OPERATING REVENUE AND OTHER INCOME (continued)</b>		
- Government capital expenditure grants & other capital donations		
Other non-recurrent Government capital grants	-	193
Gambling Community Benefit Fund capital grants	426	231
Other capital donations	-	872
	426	1,296
- Major bequests	968	655
- Gain/(loss) on disposal of property	2,823	(175)
- Gain on sale of investment property	-	68
- Net gains on business acquisitions	-	8,133
	<b>4,217</b>	<b>9,977</b>
<b>Total revenue and other income for the period</b>	<b>284,887</b>	<b>284,592</b>

### 3(b) REFUND OF SALARY PACKAGING FEE

The Company previously charged employees who participated in its salary packaging scheme, a salary packaging fee, which was utilised to reduce employment costs and increase the amount of funding available for service delivery. The salary packaging fee ceased effective 30 June 2015. Following a review by the Fair Work Ombudsman in the current period, it was determined that the salary packaging fee previously charged for the period 1 January 2010 and 30 June 2015 should be refunded to the affected employees. The Company has complied fully with the recommendations of the Fair Work Ombudsman to refund these prior period fees, which has resulted in a charge of \$4,740,000 being recorded in the current financial period.

	2017 \$'000	2016 \$'000
<b>4. CASH AND CASH EQUIVALENTS</b>		
Untied cash	26,147	18,157
Quarantined cash	8,535	6,257
	<b>34,682</b>	<b>24,414</b>

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 and other cash reserves that have been designated for a specific purpose which are available for draw down only once the services they are meant to fund have actually been delivered.

### 5. ECONOMIC DEPENDENCY

The Group receives a significant portion of its operating revenue in the form of grants from the Queensland State Government and the Commonwealth Government of Australia.

## 6. BUSINESS COMBINATIONS

### 2017 Business Combinations

There were no business combination transactions during the current financial period.

### 2016 Business Combinations

During the financial year ended 30 June 2016, the following business combination transactions were undertaken:

#### SkillsPlus Limited and its controlled entity (SkillsPlus Group)

On 1 July 2015 Endeavour Foundation acquired 100% control of the "SkillsPlus Group", in a single transaction, via a mutual agreement to amalgamate the operations of the "SkillsPlus Group" with those of Endeavour Foundation. The "SkillsPlus Group" comprised two separate entities: SkillsPlus Ltd and BRACE Education Training & Employment Ltd. The two entities are Victoria-based organisations, that specialise in the delivery of employment services to long term unemployed with a focus on young people and people who are disadvantaged across regional and metropolitan Victoria.

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	3,478
Trade and other receivables	1,018
Cash and cash equivalents	854
Interest bearing liabilities	(451)
Employee entitlements	(1,048)
Trade and other payables	(1,529)
Net identifiable assets and liabilities acquired	2,322
Acquisition consideration paid	-
<b>Gain on acquisition of subsidiary for no consideration</b>	<b>2,322</b>

The values of assets and liabilities recognised on acquisition are their estimated fair values. No material separately identifiable and quantifiable intangible assets were acquired, or transaction costs incurred, in relation to this acquisition.

#### TORGAS Incorporated (TORGAS)

On 1 July 2015 Endeavour Foundation acquired 100% control of TORGAS Incorporated, via a mutual agreement to amalgamate the operations of TORGAS with those of Endeavour Foundation. Established in Townsville in 1984, TORGAS is one of Queensland's leading apprentice and trainee service providers, with 25 staff and support for more than 200 apprentices and trainees.

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
Investments	403
Property, plant and equipment	1,322
Trade and other receivables	816
Cash and cash equivalents	4,152
Employee entitlements	(428)
Trade and other payables	(454)
Net identifiable assets and liabilities acquired	5,811
Acquisition consideration paid	-
<b>Gain on acquisition of subsidiary for no consideration</b>	<b>5,811</b>

The values of assets and liabilities recognised on acquisition are their estimated fair values. No material separately identifiable and quantifiable intangible assets were acquired, or transaction costs incurred, in relation to this acquisition.



## 6. BUSINESS COMBINATIONS (continued)

### Net gain arising from business combinations in 2016

A net gain on business combinations arising from the above transactions was recognised as non-operating income in the Consolidated Income Statement of the Group for the year ended 30 June 2016, as follows:

	\$'000
Gain on acquisition of control of SkillsPlus Group	2,322
Gain on acquisition of control of TORGAS	5,811
<b>Net gain arising from business combinations</b>	<b>8,133</b>

### Scope Australian Disability Enterprises

On 6 November 2015 Endeavour Foundation acquired the business undertakings of three existing Australian Disability Enterprises (ADEs), from Scope (Vic) Ltd, in a single transaction, helping to secure ongoing employment of 200 people with a disability in Melbourne and Geelong.

The amalgamation was settled for a cash consideration, with the following identifiable assets acquired and liabilities assumed, at the acquisition date:

Identifiable assets and liabilities acquired	\$'000
Freehold land and buildings	1,900
Plant and equipment	650
Employee entitlements	(896)
<b>Net identifiable assets and liabilities acquired, settled in cash</b>	<b>1,654</b>

The values of assets and liabilities recognised on acquisition are their estimated fair values. No material separately identifiable and quantifiable intangible assets were acquired, or transaction costs incurred, in relation to this acquisition.

## 7. GROUP ENTITIES

	2017 %	2016 %
<b>Particulars in relation to controlled entities, all of which are incorporated in Australia and are registered with the Australian Charities and Not-for-profits Commission.</b>		
Endeavour Foundation Endowment Challenge Fund Limited	100	100
Endeavour Foundation Endowment Challenge Fund Trust	100	100
Community Solutions Group Limited*	100	100
Acclaim Apprentices and Trainees Limited*	100	100
National Disability Living Solutions Limited	100	100
SkillsPlus Limited*	100	100
BRACE Education Training & Employment Limited*	100	100
TORGAS Incorporated	100	100
Vatmi Industries Limited (deregistered 02/08/2017)	100	100

\*These entities are endorsed as Deductible Gift Recipients (GDR) by the Australian Charities and Not-for-profits Commission.

## 7. GROUP ENTITIES (continued)

**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, both of which were established on 3 December 2009.

The Endeavour Foundation Endowment Challenge Fund is a health-promoting charity 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 people with a disability in the world in which we live, so that they can lead fulfilling lives.

**Community Solutions Group Limited,** a company limited by guarantee, provides a diverse range of services including employment and assistance for people with barriers to employment, family support, drug prevention and public safety programs, as well as services for disengaged young people and people experiencing mental illness. The entity was acquired through a business combination on 30 September 2014.

**Acclaim Apprentices and Trainees Limited,** a company limited by guarantee, provides a range of apprenticeship and traineeship qualifications and employment placement support. The entity was acquired through a business combination on 30 September 2014.

**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.

**SkillsPlus Limited,** a company limited by guarantee, provides a range of employment services, targeting the long term unemployed, youth and disadvantaged people. The entity was acquired through a business combination on 1 July 2015, as further detailed in Note 6 Business Combinations.

**BRACE Education Training & Employment Limited,** a company limited by guarantee, provides a range of employment services, targeting the long term unemployed, youth and disadvantaged people. The entity was acquired through a business combination on 1 July 2015, as further detailed in Note 6 Business Combinations.

**TORGAS Incorporated,** an incorporated association, provides a range of apprenticeship and trainee services. The entity was acquired through a business combination on 1 July 2015, as further detailed in Note 6 Business Combinations.

**Vatmi Industries Limited,** a company limited by guarantee, provided supported employment services in Melbourne, Bendigo and Wangaratta. The entity was acquired through a business combination on 27 November 2013. The company executed a corporate restructure deed, effective 1 July 2015, transferring all of its operations, assets, liabilities, obligations and benefits to Endeavour Foundation. The entity was voluntarily deregistered under subsection 601AA(2) of the Corporations Act 2001 on 2 August 2017.



## 8. PARENT ENTITY DISCLOSURES

As at, and throughout the financial year ending 30 June 2017 the parent company of the Group was Endeavour Foundation.

	2017 \$'000	2016 \$'000
<b>Results of the parent entity</b>		
Net surplus for the year	3,383	8,835
Other comprehensive income	366	(888)
Total comprehensive income for the year	3,749	7,947
<b>Financial position of the parent entity at year end</b>		
Current assets	51,877	47,057
Total assets	157,265	159,452
Current liabilities	42,541	35,357
Total liabilities	55,590	61,526
<b>Total equity of the parent entity comprising</b>		
Subsidies reserve	396	396
Retained earnings	101,279	97,530
<b>Total equity</b>	<b>101,675</b>	<b>97,926</b>

## 9. EVENTS SUBSEQUENT TO REPORTING DATE

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 2017

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 65 to 75 are derived from the full annual financial report of Endeavour Foundation for the year ended 30 June 2017. 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 2017 and of its performance, for the financial year ended on that date; and
  - (ii) complying with Accounting Standards in Australia 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



A G Bellas – Chairman  
Brisbane  
11th October 2017



# Independent Auditor's Report

For the year ended 30 June 2017



## Independent Auditor's Report

To the members of Endeavour Foundation

### Report on the audit of the Summary Financial Report

#### Opinion

In our opinion, the accompanying summary financial report (**Summary Financial Report**) derived from the audited financial report of Endeavour Foundation (the Group) for the year ended 30 June 2017 is a fair summary, in all material aspects, of the audited financial report of the Group.

This Summary Financial Report has been prepared on the basis described in Note 2.

The **Summary Financial Report of the Group** comprises:

- Consolidated balance sheet as at 30 June 2017
- Consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity, and consolidated cash flow statement for the year then ended
- Notes including a summary of significant accounting policies
- Directors' Declaration.

**The Group** consists of Endeavour Foundation (the Company) and the entities it controlled at year end or from time to time during the financial year.

#### Basis for opinion

The Summary Financial Report does 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 Report, therefore, is not a substitute for reading the audited financial report of Endeavour Foundation.

The accompanying Summary Financial Support is derived from the audited financial report of Endeavour Foundation (the Group) for the year ended 30 June 2017 on the basis described in Note 2.

We are independent of the Group in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

# Independent Auditor's Report

For the year ended 30 June 2017



## Responsibilities of the Directors 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 responsibilities for the audit of the Summary Financial Report

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 2017. We expressed an unmodified audit opinion on the financial report dated 11th October 2017. 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 disclosure in the summary financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks 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.

*KPMG*

KPMG

A handwritten signature in blue ink that reads 'Scott Guse'.

Scott Guse  
Partner

Brisbane  
11 October 2017



# CORPORATE INFORMATION

## Patron

His Excellency the Honourable  
Paul de Jersey AC

Governor of Queensland

## Chairman

Tony Bellas

*BEcon, DipEd, MBA, FAICD, ASA, FCPA*

## Chief Executive Officer

Andrew Donne

*BBus*

## Joint Company Secretaries

Mark Fenton

*FCPA, GAICD, MBA, BBus, JP(Qual)*

Eric Campbell

*BAcc, CA, Grad Dip Project Mgt, GAICD*

## Registered Office

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Cannon Hill, Queensland 4170

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Fax – 07 39087101

Email – [information@endeavour.com.au](mailto:information@endeavour.com.au)

Website – [endeavour.com.au](http://endeavour.com.au)

## Auditors

KPMG

Level 16, Riparian Plaza

71 Eagle Street

Brisbane, 4000

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Kaden Boriss Legal

## Grants

Queensland Government's Gambling Community Benefit Fund  
ANZ Staff Foundation  
Aurizon Community Giving Fund  
Brisbane City Council Access & Inclusion Community Partnership  
Brisbane City Council Community Development & Capacity Building Grant  
Commonwealth Government Department of Environment Solar Communities Grants  
Easternwell Community Grant  
Mackay Regional Council  
Mr & Mrs Warren & Pearl McDonald  
Perpetual Trustees  
Stanwell Community Partnership Fund  
Sunshine Coast Council  
Transurban  
Youngcare At Home Care

## Bequests & Trusts

Hart Family Perpetual Trust  
McKimmin Perpetual Trust  
Caroline Dickson Perpetual Trust  
Catherine Ellen Carter Memorial Trust  
Lola Margaret Evans Trust  
Ian McIntyre Trust Fund  
Keidge Perpetual Charitable Trust  
Estate of Dulcie May Rose Champion  
Estate of Violet Marjorie Clark  
Estate of Beverley Hardy  
Estate of Joan Frances Hearson-Lilly  
Estate of James Peter Jacobson  
Estate of Stanley George Neubauer







## For more information



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[endeavour.com.au](http://endeavour.com.au)

**ENDEAVOUR**  
FOUNDATION

Opportunities for people with a disability