

**Imagine
what's
possible**



NDVR
Endeavour
Foundation

**Annual
Report**
2017 - 2018

At a glance

#team possible

>17,000 customers

>700 volunteers

>4,800 employees

\$286.669M
total revenue
in 2017-18

\$30.155M
total funds raised

- Prize Home Lotteries
- Great Endeavour Rally
- Melbourne Cup Luncheon
- Recycled Clothing Stores
- Bequests and Legacies
- Appeals

Services delivered

>800

people received accommodation services

>2,000

people enjoyed supported employment

>1,000

people participated in learning and life skills programs

>550

increased their independence with in-home support and community participation

>1,450

people took steps towards more positive relationships and improved health and wellbeing

>400

people took up apprenticeships and traineeships

>2,000

people completed education and training programs

>11,000

job seekers secured open employment

50%

Customers and supported employees transitioned to the NDIS

>40

NDIS family information sessions held

132,056

Number of NDIS blog views

13,464

Downloads of NDIS info resources

5,731

Downloads of our NDIS pre-planning resource, Mapping My World

109%

NDIS eNews subscriber growth

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About Us Who we are and what we do

We are the Endeavour
Foundation Group – supporting
individuals to live their best life,
whatever their ability.

More than 65 years ago we were founded by a small group of families with a vision to support people with an intellectual disability to live their best life – starting with equal access to literacy, numeracy and life-skills learning. Today we focus on ability – on dreams, goals and potential. We collaborate with the people we support to imagine the possibilities and then work together to make them happen.

Whilst we have been around for over 65 years, we understand the importance of continuing to imagine what's possible and look to inspire our customers and our people to re-define the possibilities.

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

Whatever your dreams, wherever you are on your journey, we are here for you – now and in the future.



OUR VALUES

Our values underpin how we operate as an organisation and guide how we deliver services. Importantly, they define how we work together as a team, with our customers, their families and our partners.



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



We care, and treat everyone with respect and kindness.



We never stop imagining a better future for our customers.



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

**We are
#teampossible**

A united team committed to making possibilities a reality for the people we work with.

About Us Our family

When it comes to making big dreams happen, we know there is no greater power than collaboration. Since Community Solutions Group joined Endeavour Foundation in 2014, we have been working together to achieve our shared dream of helping every person reach their full potential.

Welcoming the Community Solutions Group into the Endeavour Foundation family has created the unique capacity for us to offer holistic and integrated services for people, families and communities, particularly in regional areas.

We are united at the head - we know we can achieve more together by pooling our resources, experience and skills. But most of all, we are united at the heart with a shared purpose that drives what we do every day.

Together we:

- Are united, imaginative, passionate and care for the people we serve.
- Are **#teampossible**, turning dreams into reality.
- Seek to be a leading not-for-profit provider of a range of health and human services in Australia, specialising in the disability sector.



----- Customer service continuum -----

Services

Supported employment
Supported accommodation
Day services
Business services

Services

Workforce solutions
Education and training solutions
Specialist services
Community wellbeing solutions

Endeavour Foundation

Endeavour Foundation supports people with disability to live, learn, work and flourish according to their own interests and priorities.

Over the last few years, we've listened to the people we support and their families, and made big changes to the way we do things. Things that matter to people's lives.

Today we focus on ability and making things happen. Whether it's learning life skills, living independently, socialising and making new friends, finding a job or exploring interests and trying new things, we work with the people with disability to make their dreams a reality.

We are at the heart of local communities – offering choice, opportunities and personalised support in Queensland, New South Wales and Victoria.

Community Solutions Group

Community Solutions Group makes a real difference in people's lives. We support amazing people to build their skills and find their economic independence, or improve their health, wellness and community engagement.

Since 2009, we have been combining our powers with like-minded organisations to make a larger impact across Queensland, Victoria and South Australia. Community Solutions, SkillsPlus, TORGAS and BRACE now work together to deliver a broad range of human services as Community Solutions Group.

Our vision is to continue to find ways to impact more people in more ways. Our incredible customers are at the centre of everything we do and nothing matters more than helping them reach their full potential and turn their dreams into reality.

Our Services

Home and daily living

- Supported accommodation
- In-home support
- Respite

Work

- Work experience
- Supported employment

Living and learning

Day services offering:

- Learning and life skills development
- Community participation
- Healthy body and healthy mind
- Computers and technology
- One-on-one and group support

Business Solutions

Business services with a social conscience:

- General, food and pharmaceutical packaging
- Document destruction
- eWaste
- Timber products
- Recycling
- Assembly work
- Industrial cleaning cloths
- Industrial sewing
- Printing, mailing and collating
- Kingaroy Kitchen – gourmet fine foods
- QArt Studio and Gallery – unique artwork

Our Services

Workforce solutions

- jobactive and Transition to Work
- Disability Employment Services
- Contemporary workforce:
 - Labour hire
 - Recruitment
 - Apprenticeships and Traineeships

Education and training solutions

- Vocational Education and Training
- Foundation Skills Learning
- Youth Education
- Culturally and Linguistically Diverse Training (CALD)
- Employment Training

Specialist services

- Specialist support coordination
- Support coordination
- Behaviour support
- Therapeutic supports:
 - Occupational Therapy
 - Speech Therapy
 - Counselling

Community wellbeing solutions

- Mental health services
- Family and community services
- Safety and support
- Supported training and pre-employment
- Youth services

Message from our **Chairman and CEO**



Tony Bellas
Chairman



Andrew Donne
Chief Executive Officer

As the sector changes, **so must we.**

2017-18 was a year of progress, growth and substantial change for Endeavour Foundation.

We continued to support people with disability as they transition to the National Disability Insurance Scheme (NDIS) while simultaneously evolving our operating model in response to the changing environment and changing customer needs and expectations.

The NDIS

Importantly, it has been an incredibly positive year as Australians with disability become more empowered to choose the life they want to lead and the support they want to make it happen. The NDIS is providing people with choice in their service providers and in many cases boosting individual support funding, to address long-term unmet need.

While acknowledging that the NDIS implementation has not been perfect, we welcome the transformation it brings as a driver for innovative and quality support.

Responding to changing customer needs and expectations

Guided by the feedback, interests and needs of the people we support and their families, we are continuing to change our organisation and the services we offer to remain relevant in the NDIS world. Most importantly that means a better experience for people we support.

We are reshaping our day service programs to match the NDIS plan goals and needs of individual participants, with programs as varied as the interests of the people we support. Plans for the opening of new services in New South Wales and Victoria have been welcomed with great enthusiasm; and we are also upgrading existing day services and supported accommodation.

Endeavour Foundation is also making strides into the future with a vibrant new brand that reflects the heart of our vision – to make possibilities a reality. People with disability are at the centre of our organisation and it is only logical that they are also the focal point of our brand and feature extensively on our website, brochures, posters, videos and more.

We are also changing behind the scenes, with back-office systems that work better for the people we support and their families, and which also help to manage the transition to individualised support funding under the NDIS. It's vital for us to get this right, as the majority of people we support will enter the scheme in 2018-19.

Advocating for better outcomes

Endeavour Foundation has contributed strongly to the Fair Work Commission Modern Award Review of the Supported Employment Services Award, working closely with other not-for-profit supported employment providers. We are working hard to create a solid foundation for the future of Australian Disability Enterprises (ADEs).

As CEO, I testified at the Commission's hearings in February, provided the Commissioners with a tour of our employment service at Mt Druitt in Western Sydney, and prepared extensive submissions about the current use of wage assessment tools.

I also met with Federal Ministers, Members of Parliament (MPs) and Senators from wherever we have ADEs, inviting them to visit our local supported employment service and understand the challenges we face. I have asked both the Federal Government and Opposition to commit to ongoing financial support for ADEs, in the event that wages grow beyond a level that we can afford. In response, the Government has stated its ongoing commitment to a strong and viable ADE sector, and to supported employment.

Endeavour Foundation has actively engaged in the Department of Social Services' supported employment issues discussion, via written submissions, and family, supported employee and staff participation in consultations. We continue to promote policy options that will enable people with disability to attain meaningful employment opportunities under the NDIS.

Endeavour Foundation believes that people with disability should have access to a full range of employment options, including supported employment. We have taken this strong position based on extensive surveys and feedback indicating supported employment is a high priority for both our supported employees and their families. The overwhelming message was that ADEs offer not just employment, but positive physical and mental health outcomes, increased social connection, greater independence and valuable life skills.

Many families and supported employees have also answered the call to raise their own concerns about the future of supported employment, by writing, telephoning or visiting their local Federal MP, and sharing their stories on our social media channels. We are enormously thankful for this invaluable support.

As well, Endeavour Foundation has invested significant time raising concerns about the NDIS implementation with the Commonwealth Government's Joint Standing Committee on the NDIS, with MPs and directly with the NDIA. These discussions have focused on positive solutions,

with the ultimate aim of ensuring the NDIS delivers genuine choice and control for people with disability, supported by a vibrant and responsive service provider market. This has yielded positive results, with the NDIA demonstrating an increased willingness to engage with service providers, however there is much to be done to ensure the Scheme delivers consistency, equity and access for all eligible people.

Advocating for equality

Endeavour Foundation has also worked closely with human rights, advocacy and legal aid organisations to seek the introduction of legislation to protect people with disability from a range of human rights violations, as a member of Queensland Human Rights Act Campaign Committee.

We hope to see a Human Rights Act introduced in Queensland before the current term of Parliament ends.

We are indebted to the State and Federal Parliamentarians and Senators who have listened to the concerns we have raised, and taken action. We thank them for standing with us to ensure the NDIS delivers more for people with disability and for supporting the move to introduce a Human Rights Act in Queensland.


Financial sustainability

Our financial position remains strong, thanks to careful management and a concerted effort by all staff to prepare for the inevitable challenges of transitioning to the NDIS. The Endeavour Foundation Group is currently debt free.


Our net surplus for the year was \$2.4 million and the Group's net worth for the year increased by \$2.8 million to a new record closing total equity of \$124.9 million. We have total cash reserves as at 30 June 2018 of \$41.5 million, including untied cash reserves of \$34 million.

Sadly, we have seen many service providers face financial difficulty in the past year. For this reason, we maintain capital reserves as a buffer, to be reinvested in services when the NDIS stabilises and the market begins to mature. This will include further investment in refurbishing our day services and disability enterprises, upgrading our supported accommodation and responding to the need for accessible housing.

As a profit-for-purpose organisation, our ultimate aim will always be to improve our care and services in response to the needs of the people we support. Please read on and learn more about how we've achieved this in the past year.



Tony Bellas



Andrew Donne

Strategic Priorities

2017-18 was a year of considerable change as we straddled two operating models – the old world of ‘block funding’ and the new world of ‘customer choice and control’ brought about by the NDIS.

The NDIS fundamentally changes the way people with disability live their lives and how they receive services.

As a provider of those services, the NDIS is also transforming how we operate.

To continue to be relevant, to provide high quality services that customers need and want, and to be financially sustainable has necessitated an evolution of our services and our operating model.

Our strategy

Our focus this year has been to continue to support our customers and provide them with exemplary services whilst driving the change required within the organisation’s systems, processes and structure to ensure we meet the four strategic goals we set in 2016:

- **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 our customers with access to a broader range of services.
- **Differentiate** our brand in an increasingly competitive market by delivering a **consistent customer experience**.

The key business imperatives to achieve these goals focus on five priority areas of Customer Connection, Our People, Safety, Operational Excellence and Financial Sustainability.

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 to live their best life. Furthermore, to leverage these insights to build and maintain a brand that is customer-focused, positive, inspirational, and accessible, as well as capable of withstanding significant market change.

Our People

Focus on the health, safety and wellbeing of our people; develop their capability; optimise their experience and; build a workforce strategy to position our organisation for a stable future.

Operational Excellence

Deliver operational excellence throughout the NDIS transition by prioritising our core customers and delivering a smooth and cohesive end-to-end experience from enquiry to delivery of tailored services.

Safety

Provide safe services, operations, facilities and workplaces that are compliant with all regulatory and legislative expectations.

Financial Sustainability

Operate a financially sustainable organisation in line with NDIA pricing models for core customers, and leverage the revenue generating divisions of Fundraising, Lotteries and Community Solutions Group to innovate and grow by enhancing and improving existing services and developing and opening new ones.

Strategic focus
**Customer
Connection**

Endeavour
Foundation

As the NDIS rolls out, our focus is to solidify our position as a customer focused organisation that stands true to its mission of “making possibilities a reality” for people with disability.

To achieve this, we are evolving our services to cater for people with disability who have the choice, control and freedom to live their best life.

2017-18 highlights

- Visible transformation of Endeavour Foundation with the launch of our new brand.
- Reimagining our day services and starting to roll out a customer-centred new offering with technology at its heart.
- Continued focus on providing practical information and resources to improve understanding of how the NDIS works and how Endeavour Foundation can support customers and their families on their journey.
- Forging relationships with Aboriginal and Torres Strait Islander communities in North Queensland and building pathways for them to access our services.
- Laying the foundations for a sustainable future by investing in new facilities in Ipswich and Innisfail.
- Evolving our Australian Disability Enterprises (ADEs) so that we can provide more and varied employment opportunities for people with disability while also being financially sustainable.
- Partnering to change the way people with disability are represented in the media.

New brand

One of the most visible transformations Endeavour Foundation has undergone as part of the transition to the NDIS is the launch of our new brand.

After a period of customer consultation, followed by brand strategy and creative development, the new brand was launched in June, with the first of a series of events held across the Endeavour Foundation network.

Developing the new brand was a significant undertaking. It was critical to achieve a balance between celebrating Endeavour Foundation's proud 67-year history, and creating a look and feel that accurately represents where the organisation is heading. Endeavour Foundation, our services, people and processes are undergoing a positive transformation, one that will see the organisation support a whole new generation of customers under the NDIS.

The new brand is a live representation of who Endeavour Foundation is, and it is much more than a logo. It's a promise of the world class services the organisation delivers to customers as they are supported to live, learn, work and flourish.

The new look and feel, combined with the tagline – 'Imagine what's possible' – is youthful, fresh and modern. The new brand reflects Endeavour Foundation's vision to make possibilities a reality for people with disability, helping them to achieve their goals and live their best life.



Customers are the focal point of the new brand. Endeavour Foundation customers feature as brand heroes in the imagery and artwork, a critical element to ensure the organisation's commitment to customer-centricity is communicated to the market.

As part of the new brand, Endeavour Foundation also launched Team Possible, the new name for

the good people who provide services to people with disability every single day. The Team Possible concept is a critical internal and external element of the brand, used to recognise and communicate the stories of those people who work to make Endeavour Foundation's vision come to life.

Endeavour Foundation's website, social media platforms and marketing materials have all been updated to reflect the organisation's exciting new brand.

Connecting people to the NDIS

With the NDIS roll-out in full swing we have customers at all stages of their NDIS journey – from pre-planning, to transition and plan reviews. To account for this, we continued to adjust our approach and communication channels to ensure we connect effectively with customers, particularly in NDIS rollout regions.

Pre-planning

During the year we continued to support customers and their families prepare for the NDIS through family information sessions, one-to-one meetings and sharing of simple, practical information about the NDIS.

- We held more than 40 family information sessions in Bundaberg, Gladstone, Rockhampton, Brisbane, the Gold Coast, Logan, the Redlands, Cairns, Kingaroy, Hervey Bay and Maryborough. Based on learnings from previous years, these sessions were focussed on the 'nuts and bolts' of what the NDIS means and how best to prepare for NDIS planning meetings.
- Acknowledging that every individual is unique and has unique goals and support needs, we invested more time in adopting a personalised approach through one-on-one pre-planning meetings with our customers. This gave customers, and their families, time to ask questions and be heard, and to better understand what the NDIS means for them.
- Based on feedback from the NDIA, customers and our NDIS team, we revisited and updated our popular pre-planning resource - Mapping My World, ensuring it remains relevant and useful to customers and is accepted by the NDIA in planning meetings.
- In response to the changing NDIS landscape, we improved the reports we provide our customers going into their NDIS planning meetings that give evidence of their support needs (both current and unmet needs). We are finding that this information is supporting customers and their families to articulate their goals and advocate for their support needs.

Transition

We continued to refine and improve the onboarding experience for customers when they transition to the NDIS. We developed a simpler, more accessible Service Agreement; further streamlined the onboarding process for customers; and continued to build the capacity of our centralised Customer Service Centre, making us easier to do business with through a single point of contact.

Plan reviews

With more customers starting to experience plan reviews for the first time, we piloted Building My World - a plan review resource which steps participants and their families/carers through key considerations and prompts identification of learnings to help them prepare for their first plan review.

Education and information

We continued to put a considerable amount of effort into our digital communications during the year. Our NDIS blogs and monthly NDIS eNews following continued to grow, with a 334% increase in blog views and a 109% increase in eNews subscribers in the last year. This is a strong indication of the appetite for clear, reliable and user friendly information about the NDIS and issues impacting our customers.

Connecting with Aboriginal and Torres Strait Islander Peoples

In the last year we focused on forging relationships with Aboriginal and Torres Strait Islander People in North Queensland and building pathways for them to access our services. Key activities included:

- Appointing a Cultural Engagement Manager in North Queensland whose role it is to establish relationships of trust, respect and honesty with communities and build strong connections with Elders.
- Collaborating with the Department of Aboriginal and Torres Strait Islander Partnerships in North Queensland to start an 'NDIS Yarning Circle' for families to come along and learn about the NDIS.
- Establishing a strong relationship with Jankaji Educational & Training Services (JETS) in Cairns. JETS worked with us to create a tailored cultural program to suit the needs of our supported employees to engage in cultural learning, through education, music, movements and visual arts.
- Developing culturally appropriate marketing and promotional materials.

Reimagining our day services

Building on the work completed in the last financial year, we took the insights gathered from customers and their families about what they wanted from our Learning and Lifestyle hubs to inform the

redevelopment of our service offering. Four key themes emerged:

1. Better communication.
2. More learning opportunities including life skills.
3. Greater community participation.
4. More access to technology.

From these valuable insights, we have developed four initiatives which underpin our commitment to enabling the people we support to make the most of their individual skills and interests, working together to make their possibilities a reality.

Piloting the rollout of these four initiatives began in January 2018 and within six months had been rolled out to 13 Learning and Lifestyle hubs.

1) Endeavour Foundation Connect

Increased communication and engagement with families via an accessible communication platform.

Designed to improve communication between our services and our families, Endeavour Foundation Connect is a secure mobile app, available on both android and apple devices. The app keeps our carers and families connected, well-informed and confident that their loved ones are having fun while also achieving their personal development milestones and goals. Functionality includes the ability to post daily updates in the form of photos and comments, as well as an up-to-date calendar of activities and a monthly newsletter.

As a two-way communications tool, the app is also being used to share updates with us about what the people we support are achieving outside our services on a daily basis. It is simple and easy-to-use, and allows families and carers to stay informed, no matter where they are in the world.

2) Learning and Life Skills Framework

Individualised support options that create structured, personalised and fun pathways for customers to achieve their goals.

Whatever an individual's goals are – for life, for work or personally – we work together to identify the skills and knowledge needed in order to get there. Our Learning and Life Skills Framework provides a structured approach to achieving those goals through an individualised and outcomes-driven, learning and development program.

Our customers can choose from a range of learning and life skills domains as well as progressive learning modules – introductory, intermediate and advanced. This means that wherever our customers are on their learning journey and wherever they want to get to, our framework can flex to support them every step of the way.

Importantly, this approach is enabling us to deliver highly personalised and structured support to help our customers meet their short and long term NDIS goals for skills development and learning. It also provides regular checkpoints to track customer progress (achievement, areas for revision and new opportunities for skills development) which provides important information for customers in their NDIS planning sessions.

3) Community Engagement

Connecting customers to the community to provide meaningful engagement and inclusion.

Community engagement is about building and extending our customers' exposure, involvement and connection to their local community through activities in the community as well as bringing the community into our hubs. This approach is assisting our customers to build their confidence and social interaction skills, and contributes to their independence and connection to the community.

The end goal is for our Learning and Lifestyle hubs to truly be community hubs – a base for our customers to access the community and a place for the community to come in, enjoy our customers' company and experience the richness of what goes on daily across our network of services.

4) Wired

Leveraging technology to develop skills, encourage connectivity and have fun.

Technology is everywhere - entwined in almost every part of our society. It affects how we live, work, play, and learn and can be a powerful enabler for people with disability to contribute more to society and live fulfilling lives. With this in mind, we're rolling out a range of technology programs across our sites including a suite of new learning tools which combine Virtual Reality with learning to provide an innovative and engaging learning experience.

For example, in a safe, virtual environment, customers can develop independent living skills such as using an ATM or travelling safely on public transport. People of all ages are enjoying the immersive experience, which enables them to explore a situation freely and achieve learning outcomes in a safe, controlled environment before trying out their new skills in the real world.

Impact so far

Toowoomba City Learning and Lifestyle hub was the first location to introduce the reimagined service model in late January 2018. Results at the end of June show an overall increase in customer hours at the service and an increase in customers attending the service.

Across the 13 sites which now have the new service, 43% of families have signed up to Endeavour Foundation Connect. In one case, a customer's six siblings – who live across Australia – have been brought together by photos of their brother shared via the app, and are now having regular family 'chats' in the app.

Connecting families through technology

From Far North Queensland to Victoria and everywhere in between, Toowoomba customer, Ian Scholtz hasn't always been able to share his everyday life and adventures with his six siblings. But thanks to Endeavour Foundation Connect, an innovative new app, Ian's siblings now have more of an insight into his life. Via the app, posts and pictures of him are shared with this family who are scattered across Australia.

Ian's sister, Joan, says all her siblings agree that the app has opened up a window to Ian's world and it's creating a greater family bond between them all.

“ It's great to be able to see what he is doing, learning and participating in at the service. It's so wonderful to see Ian having a great time. ”

“We now all feel a part of his day. It really has helped us to connect with Ian on a whole new level. We are all very appreciative of this opportunity to be able to feel like we are more a part of Ian's life,” Joan says.

It isn't just Ian's siblings enjoying all the fun. Joan says Ian is just as involved with the app as they are.

“Ian loves the app. It makes him feel proud, and when we spend time together, he is always asking me to show him the photos that have been posted in the app,” Joan says with a laugh.

“As a family we all agree, Ian really is the superstar of our lives.”

Irene focuses on an independent future



Irene and support worker Ceri at our new hub in Ipswich

Irene Grgich is just like any other woman in her twenties – she loves socialising with her friends and family, dancing, listening to audio books and cooking up a storm in the kitchen. And like her fellow millennials, she dreams of one day moving into her own place.

For Irene, who attends Ipswich Learning and Lifestyle hub four days a week, the NDIS is the key to helping her achieve her dream of being able to move out of the family home she shares with her sister and brother-in-law, and into a place of her own.

“ I like living with my sister, but one day I want to be able to have my own place. It would be really nice. ”

While attending the Learning and Lifestyle hub, Irene is learning independent living skills including doing the laundry, going grocery shopping and cooking healthy meals.

“I love cooking the most. I like to help with the lunch preparations. I love to eat healthy so I only cook healthy meals. The best part about cooking is eating what I have made,” Irene says with a giggle.

Laying the foundations for the future

At home with choices in Innisfail

Investment in new buildings continued in this financial year, starting with the opening of two new, state-of-the-art smart homes in Innisfail. The \$1.2million construction was funded entirely by donors, and the technology fit-out was funded by proceeds from the Great Endeavour Rally - testament to the generosity of our supporters.

Not only is the internal fit-out specifically designed to enable people with disability to easily go about their daily lives, the homes boast environmental features including a 5kw solar system, solar hot water system and skylights.

The homes also include a home automation system which allows residents to control their own lights, air conditioning and TVs using an iPad, all of which contributes to greater choice, independence and quality of life for the eight people who live there.

State-of-the-art hub in Ipswich

This year we also welcomed customers into our new, state-of-the-art Learning and Lifestyle hub in the heart of Ipswich. The central location offers the people we support, and their families, greater access to public transport, local schools, the community and allied health services.

The brand-new space features a modern and inviting environment including a new art studio, a great space for cooking and baking classes as well as our new service offering including Endeavour Foundation Connect, Virtual Reality Learning and Community Engagement, all of which are underpinned by our individualised Learning and Life Skills Framework.

Creating new opportunities for supported employees

We are proud of our strong and successful history of providing supported employment opportunities for people with disability. Last year over 2,000 supported employees developed important skills and experienced being part of the workforce at our sites in Queensland, Victoria and New South Wales.

As Australia's largest employer of people with an intellectual disability, we have a responsibility to keep building employment opportunities through a financially sustainable business model. In particular, as our supported employees transition to the NDIS, our business model must also evolve so that we can provide more and varied employment opportunities whilst also offering viable business services to our valued commercial customers. Through a collaborative effort, across operations, sales and marketing, procurement, finance and administrative support, we returned better than planned results in 2017-18 with most sites achieving their respective operating targets.

A sustainable partnership

Supported employees from our Geebung site are playing a role in reducing our carbon footprint while trying their hands at something a little different, thanks to a new partnership with Sustainable Salons Australia (SSA).

Fortnightly, a team head out to collect waste resources from hairdressing salons participating in the SSA program. While back onsite, another team of supported employees sort and process the resources for repurposing. The higher quality hair is sent to professional wig makers and the rest is made into an innovative product called hair booms which are used to clean up oil spills.

Paul Frasca, SSA co-founder and managing director, says they are excited to be actively contributing to Endeavour Foundation's mission.

"We love this! It's just an awesome way to bring sustainability to life. Our aim with SSA is to find ways we can support all areas of the community because that's what drives a stronger society overall," Paul says.

"We believe everyone has something great to contribute, we just need to be open to finding the right fit. And our Endeavour Foundation team members have become such a colourful, strong and valuable part of the SSA community."

Commenting on his new role, supported employee Bruce Moffatt said "I enjoy going out on the road to pick up from the salons." While his colleague Martin Schlockermann said "I enjoy talking to the friendly staff at the salons."



This story was initially published in The Green Chair, the Sustainable Salons magazine.



Highlights this year included:

- Continuing to make improvements and find efficiencies through process improvement, increased specialisation, new service offerings and economies of scale.
- Introducing sales tools and key account management for commercial customers which is having a positive impact on the customer experience and opening doors to new business ventures that offer more profitable and sustainable work, and more work choices for our supported employees.
- Investing in over \$130,000 of new equipment at two of our sites in Victoria and New South Wales thanks to grants from Perpetual IMPACT Philanthropy. At our Oakleigh site, a new sealing machine has been integrated into a new food packaging production line, automating a previously manual process and increasing production capacity by over 600%. The new equipment offers our supported employees more variety in daily work activities and the opportunity to develop new skills in using state-of-the-art food packaging equipment - skills which are valued in the open employment market. At our Seven Hills site, a new labelling machine has been installed and supported employees are progressively receiving training in the safe and productive use of the equipment.
- Kitchen upgrades at our Mt Druitt and Seven Hills sites – thanks to grants from the Federal Government’s Stronger Communities Programme – have enabled an after-hours nutritional cooking program for our supported employees.
- Continuing to boost the recycling rate of TVs and computers, and reducing the amount of electronic waste in landfill. Of note, our Redcliffe site (near Brisbane) recycled 287,000kgs of eWaste sourced by our business partner Australia and New Zealand Recycling Platform (ANZRP). 96% of this was sent for downstream processing and just 4% ended up in landfill. Importantly this partnership provides employment for 30 people with disability.
- Establishing a business partnership with Sustainable Salons which is providing new work opportunities for supported employees at our Geebung site and also helping the environment by recycling hair salon waste.

Paving the way for better reporting on disability

Despite one in five Australians having a disability - people with physical, psychosocial and cognitive disabilities are significantly underrepresented in the media. But Endeavour Foundation had the opportunity to plant the seeds of change through Project Open Doors - a partnership with Griffith University’s School of Journalism and other disability interest groups*.

The project equipped journalism graduates with the skills and understanding to drive responsible and informed media coverage that includes an active presence and voice for people with disability. It also supported people with intellectual disability to develop confidence to speak to the media.

Designed to increase the visibility of disability within our society, the project also challenged the perception of disability as ‘suffering’ and promoted an understanding of people as individuals with a voice, opinions, hopes and ambitions, who are just living everyday lives.

The project was launched by Alastair McEwin, Disability Discrimination Commissioner in July 2017. Self-advocate Alex Baker made a powerful speech describing the feeling of exclusion and called for journalists to help break down barriers to equality for people with intellectual disability.

Self-advocate Katie Temple participated in a panel discussion alongside Mr McEwin and former Queensland Anti-Discrimination Commissioner Kevin Cocks AM, and put forward a passionate argument for inclusion and respect.

The project culminated with third year journalism students preparing feature stories about issues of interest to people with disability, ensuring people with disability were represented in their own words.

**Project Open Doors partners included Griffith University, the Queensland Anti-discrimination Commission, Endeavour Foundation, Queenslanders with Disability Network (QDN), Sporting Wheelies and Disabled Association, Speaking Up For You (SUFY), Deaf Services Queensland and WWILD.*

Looking forward

We will continue with our capacity building and advocacy work, outlined in our Chair and CEO's message, to ensure people with disability get the best possible outcomes from the NDIS and have equal opportunity to have a fair go with greater choice, control, and freedom in all aspects of their life.

The rollout of our new brand will continue in 2018-19, with signage being updated across Endeavour Foundation's network of services.

We will also continue to develop NDIS resources, blogs and tools as well as material about disability more broadly. This includes resources to guide young people with disability - and their families - making the significant step from school to adult life.

By the end of 2018-19, our reimagined day service will be rolled out across all of our Learning and Lifestyle hubs. We are also planning to extend this model of service into more communities where there is need.

In 2018-19 our plans for new day services in Victoria and New South Wales will come to fruition with Learning and Lifestyle hubs opening in Keon Park and Castle Hill.



Speaking up

Supported employee Brandon Cheng was one of several Endeavour Foundation representatives at an event marking the launch of Project Open Doors, a campaign to educate student journalists about the need for positive media reporting around people with disability.

Commenting on the occasion, he said "Disability needs to be involved in media. People with disabilities should be treated like normal human beings – not any different from anyone else.

"I don't see much of people with disability in media, which is a little bit disappointing really.

"I think sometimes people misunderstand about disability. Some people think disability is a bad thing. We are all different – it would be boring if we were all the same."

Project coordinator and Radio and Television Journalism Lecturer Faith Valencia said the goal of the project is to change the way people with disability and their families, carers and support workers are represented in the media.

"Often reporting is patronising and deficiency-based. People are cast as 'others' if they are even noticed at all," she said.

As one in five Australians have a disability – be it physical, sensory, psychosocial or cognitive – Ms Valencia said there is a real need to challenge the perception of disability as 'suffering' and promote an understanding of people as individuals with a voice, with hopes and ambitions, who are just living everyday lives.

Strategic focus
**Customer
Connection**

Community
Solutions
Group

The human and community services sector is going through a significant change as more and more services and programs continue to transition into an open, customer-driven market. This is a paradigm shift for the industry, which requires a customer-centred focus to service delivery and enables choice and control for the customer.

Within this context we are seeing the consolidation and amalgamation of service providers who are seeking to offer a broader range of services. In the last year, key programs have continued to transition into this open market environment including NDIS, Mental Health services and Disability Employment Services (DES).

To support this changing environment, we have invested in key support resources to ensure we meet contractual requirements, deliver quality customer service and ensure sustainability and growth into the future. These supports include revitalised marketing tools and a Customer Solutions Team who manage phone contact with our customers.

2017-18 highlights

- Securing additional Disability Employment Services (DES) contracts in Queensland and Victoria.
- Positive performance and star rating improvement for our jobactive program.
- Piloting a pathway to open employment for Endeavour Foundation supported employees who qualify for DES.
- Extending employment services to support parents and mature age job seekers to secure ongoing employment.
- Support Co-ordination and Behaviour Support added to our specialist services offering.
- Positive growth in mental health service provision.
- Ongoing delivery of 'You Only Live Once' training to apprentices and trainees which has continued to reduce the Lost Time Injury Frequency Rate (LTIFR) with this group of young people.

Growing our Disability Employment Services (DES) footprint

Community Solutions Group achieved a very successful tender outcome in the new Disability Employment Services (DES) contract totalling approximately \$9 million+ across our footprint - with five regions in Queensland and three regions in Victoria. DES is the first major contract in the employment services space to move into an open market, similar to the NDIS. As members of the CoAct network, Community Solutions and SkillsPlus were actively involved in the design of this service model. The rollout required a new way of thinking about recruitment and service delivery to ensure we are aligned to the changing market and success measures for the service moving forward.

So far the initial rollout of the new DES contract has been very successful and early results indicate positive opportunities ahead for Community Solutions Group. In 2017-18, under the new contract, we worked with 1,700+ job seekers to secure ongoing employment.

Positive performance and star rating improvement for jobactive

jobactive provides job seekers with personalised help, targeted services and, greater access to training opportunities and work experience in areas of skill need. Community Solutions and SkillsPlus - as a service provider for CoAct and AMES Australia - deliver jobactive in Caboolture, the Fraser Coast, the Sunshine Coast, Capricornia, North Queensland and Victoria.

With over 7,500 job seekers currently on our case load, jobactive is a critical part of our business and a very valuable service delivered to the community to support sustainable employment opportunities.

The Department of Jobs and Small Business utilises a 'star rating' metric to assess the performance of jobactive providers. In 2017-18 we performed incredibly well with 15 out of 18 of our sites recording an improvement in their star rating. Of these, at least four sites achieved five stars, which is the highest rating achievable. This performance reflects the outstanding efforts of teams across our wide geographic footprint.

A bright future ahead



The National Disability Insurance Scheme (NDIS) has made possibilities a reality for Mackay's Blake Heinrich, who has obtained his forklift licence and secured open employment with the support of our employment services.

By initially tapping into employment support funding in his NDIS package, our team assisted him to get his licence before identifying him as a participant in 'Embark', a pilot program that is connecting Endeavour Foundation supported employees with open employment opportunities through Community Solutions' employment services.

This led Blake, who has an intellectual disability, to strive for further lifelong goals, including a manual car licence. Today, Blake is driving and enjoying both open employment at Fenner Dunlop and supported employment at Endeavour Foundation Industries.

“ There's less pressure on my dad to look after me now. We now have more fishing time together and that makes me really happy. ”

Blake's father, Trevor, has been supporting his son on his own and for the first time in many years, he feels confident that Blake's future is looking "very promising" thanks to the NDIS.

"From having nothing (funding) to receiving money to help Blake become more independent and be a part of an inclusive community, it really has been life changing for him," Trevor said.

"Working in open employment and receiving a good wage means he won't need a pension, ideally he will be living independently, and he can then cruise."

Creating open employment opportunities for supported employees

Last year, we launched Embark, a pilot program focused on creating pathways to open employment for Endeavour Foundation supported employees who qualify for Disability Employment Services (DES).

The pilot is utilising the DES arm of Community Solutions Group to identify supported employees from Endeavour Foundation, offer them additional training and skills development opportunities and transition them into open employment or part supported, part open employment.

Creating employment pathways for parents and mature age job seekers

In 2017-18, we expanded our services to include ParentsNext and Career Transition Assistance programs, for parents and mature-age job seekers respectively. Through these programs we support participants to build confidence, set education and employment goals and develop the contemporary skills they need to return to the workforce.

Supporting more people with specialist 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 such services now receiving funding through the NDIS.

Growth in this area has provided the opportunity to expand our multi-disciplinary team of behaviour analysts, psychologists, speech and language pathologists and social workers who provide integrated and tailored specialist services. Over the past year, our specialist behaviour support customers have increased from 133 to 600.

Supporting customers to navigate the NDIS

The NDIS has brought about the opportunity for more choice and control for the customer, but with more choice there are also more options to be considered. This presents the opportunity for us to deliver Support Coordination (as part of our specialists services team) to NDIS customers to support them to implement their plans.

We now work with participants and families through Support Coordination to assist them in finding the best services to achieve their goals. We align their services with their NDIS plan so they can enjoy greater independence and work to achieve their goals. In 2017-18 we provided support co-ordination to 500+ participants.

Growing our mental health services

Through the NDIS and additional funding streams, we have seen an increase in the provision of mental health services. It is encouraging to see more opportunity for people to access mental health support. Our mental health offering continues to grow with these developments.

Developing safe work practice with our apprentices and trainees

The 'You Only Live Once' (YOLO) Program is a safety initiative to support the safety of young workers, especially apprentices and trainees, most often working on construction and trades sites.

Young apprentices and trainees are future tradespeople and we want them to develop as competent workers who stay safe while also enjoying their work.

To engage our young apprentices and trainees with their personal safety we take them through hands-on YOLO training sessions and thorough safety processes both on and off site.

Looking forward

Looking ahead our customers will continue to remain at the heart of everything we do. Continuing to understand our customers better and improve their experience will remain critical. Rolling out our new brand is a major priority for us in 2018-19. We are likely to see more services transition into a customer-driven environment and our organisation will continue to adapt to this as the changes unfold.

Queensland Training AWARDS

Celebrating excellence in
vocational education and training



Beating the odds

Mackay's Debbie Chilmaid has triumphed after tragedy ... returning to the workforce some 20 years after personal heartbreak changed her life forever.

Recently, her exceptional efforts were celebrated with a regional 2018 Equity Vet Student of the Year Queensland Training Award.

Throughout her journey, Debbie has been supported by a number of services delivered by Community Solutions Group.

After commencing with our Disability Employment Services, she soon had the opportunity to complete a Certificate II in Community Services and increase her chances of employment.

"I thought about it for a while because I had not studied for a very long time and was extremely nervous and anxious about doing anything so challenging at my age," Debbie says.

"However, I had always been passionate about helping people; especially people who have been in a similar position to myself; which is why I had been a founding member of the Townsville Homicide Victims Group.

" I decided that doing a Certificate II in Community Services might help me get a job as a support worker where I could genuinely help people. "

Debbie had learnt so much and wanted to know more, so she went on to complete a Certificate III in Community Services. Finally, she gained employment as a support worker with Blue Care, Galaxy in Mackay.

"I have been working for two months and I totally love my job and have a whole new outlook on life."

Strategic focus

Our People

The introduction of the NDIS offers the opportunity for significant employment growth in the sector. Coupled with an aging population, providers like us are facing increasing pressure to recruit and retain a skilled and capable workforce.

2017-18 highlights

- Extending our brand internally with the launch of the #teampossible recognition and reward program.
- Launching a more contemporary and holistic employee assistance program.
- Our people being recognised and awarded for the great work they do.



#teampossible recognition and reward program

In support of the culture we are building at Endeavour Foundation, we leveraged our new brand and took the next step in embedding our Purpose and Values with the launch of the #teampossible Recognition and Reward Program. The program encourages a culture that recognises, values and rewards achievements and behaviours of all of our staff to ensure alignment with our Purpose of 'making possibilities a reality', and our Values of One, Care, Imaginative and Passionate.

The program is for all Endeavour Foundation and Community Solutions Group employees. This includes permanent, fixed term and casual staff, supported employees and volunteers who together make #teampossible.

Workforce wellbeing

We launched an enhanced Employee Assistance Program which provides a more contemporary, holistic offering to our employees and their families. The free and confidential service includes employee assistance, as well as guidance and support in the areas of mental health, self-care, nutrition, career planning and financial health.

Leadership and capability development

Throughout their time working with Endeavour Foundation, we want each staff member's experience to be consistent and positive, and we want everyone to enhance and develop professionally. A large part of this comes down to leadership and capability development. In support of this, in 2017-18 we:

- Launched [Leading@Endeavour](#), an online resource to support and up-skill our leaders throughout the employee-lifecycle.
- Commenced the roll-out of Customer Leadership and Operational Excellence training for our frontline leaders.
- Continued to address lowlights identified in our employee satisfaction surveys.

Striking a chord

When support worker and experienced musician Kelvin Vaega started a music class at the Kingston Learning and Lifestyle hub earlier this year, his hopes for a School of Rock style band were temporarily put on hold.

"I initially thought we could get the young people together, give them an instrument, and teach them a few chords - like the movie," he laughs. "And... it just didn't work!"

Determined to find a format that suited the group, Kelvin and fellow support worker Aaron, tried bucket drumming with a similar result, before a PhD candidate working at the hub suggested a different approach - songwriting.

"When we shifted our focus, everything changed," Kelvin says.

With that, the KingStones was formed, and the ideas started flowing. One hour was all it took for the band

members to finish their first song. The song writing process is inspired by the band members' personal experiences.

“ It's very special because we're telling the story of the group, and that's the whole focus. It's all about them. ”

The band has now developed an inspiring repertoire of songs that reflect who they are and where they've come from. The KingStones' music spans different genres, and is full of positivity, determination and appreciation.

Kelvin says the band has a list of goals they want to achieve. These goals include recording a single, followed by an album release. It's safe to say, this won't be the last time you hear of the KingStones!

Awards and recognition

We are very proud of the recognition our people received during 2017-18, including:

- Jane Shand, People Experience Manager won the Australian HR Manager of the Year Award 2018.
- Debbie Chilmaid won the regional 2018 Equity Vocational Education and Training Student of the Year in the Queensland Training Awards.
- Jordan Popple, a trainee with our Skilling Queenslanders for work program, was hired by Townsville Learning and Lifestyle hub as a support worker and was also a finalist in the Queensland State training awards.
- Our SkillsPlus and BRACE teams were Community Training Provider Finalists in the Victorian Training Awards 2018.
- Our Community Solutions Group teams won 12 awards at the CoAct National awards - 10 for five star ratings, one for Employment Consultant of the Year and one for National Employer of the Year.
- Two of our Cairns support teams won Queensland's Office of the Public Guardian service excellence awards for their success in either eliminating or reducing restrictive practices. Our team including Anthony Hever, Ben Groenewoud, Kerry Schonig and Leanne Saussey won top honours, while Michelle Lomas, Jovita Weekes, Beau Koster, Regina Browne and Melody Broad were highly commended.
- Our Bundaberg disability services and supported employment teams were finalists in the Chamber of Commerce Business Excellence Awards in the Community Organisation, Personal Service Organisation and Health and Wellbeing Organisation categories.
- Supported employees from our Geebung site were recognised by the Public Safety Business Agency for their work packing 50,000 snack packs and 3,800 workforce bags for emergency services staff at the Commonwealth Games.

Looking forward

We will continue to build a skilled, healthy, happy and safe workforce by focusing on:

- Further developing our leaders' capability through a Leadership Competency Framework, and creation of a 'Performance Partnership' Centre of Excellence.
- Improving employee engagement and connection through the implementation of new internal communication channels.
- Re-launching 'Walk a mile in my shoes', a program which provides employees the opportunity to experience frontline service delivery or working at Support Centre.
- Implementing workforce planning, including extensive analysis of our current workforce and customer demand to anticipate tomorrow's workforce needs – the right person, in the right job, at the right time.



New Yorker purchases QArt artist's first master piece

There aren't many Aussie artists who can claim that their first painting to be hung in a gallery was purchased by a New Yorker.

Meet the incredibly talented artist Stefan Farina, who is a member of our QArt Gallery in Melbourne, and only began art classes two years.

“ The painting that I sold to someone in New York City was my first painting, and I still cannot believe that this painting went to someone overseas. ”

With the help of Gordon, artist and QArt teacher, Stefan gained the confidence to start painting, and now he has created over 30 pieces of art and sold more than half of them. This is an outstanding achievement for a new artist on the block.

“I grew up in Melbourne, and knew that I always wanted to do something with art but it was only ever

a dream. I never thought that this would actually happen to someone like me,” Stefan said.

“I am so thankful to Gordon, who taught me all the different ways to paint and the different strokes of the paint brush.”

“I am very proud of myself. Some days I cannot believe that I am an actual artist. Some days I look at my art work and say to myself: did I just do that on my own?!”

With every stroke of his paint brush, Stefan is fast becoming a sought after artist in Melbourne. He was chosen to exhibit at the Camberwell Art Show and featured in an NDS video campaign, Buyability, which promotes support of disability enterprises across Australia.

Stefan has also recently finished a commission for a lady in London!

Strategic focus

Safety

The safety of both our customers and our people will always be a key priority at Endeavour Foundation. We are proud to outperform industry benchmarks for safety and will continue to focus on this, not only because safety underpins service quality, but because we value the health and wellbeing of both our customers and our staff.

2017-18 highlights

- Continuing to establish a strong safety culture and awareness across the business, maintaining Workplace Health and Safety's particular focus on 'zero harm'.
- Establishing a Customer Practice and Safeguarding team in preparation for the introduction of the NDIS Quality and Safeguarding Framework. The Framework provides a nationally consistent approach to help empower and support NDIS participants to exercise choice and control, while ensuring appropriate safeguards are in place. It also establishes clear expectations for providers and their staff to deliver high quality supports in safe environments.

Workplace Health and Safety

Among our achievements in Workplace Health and Safety last year were:

- Our strong focus on employee safety was recognised in an independent review of our worker's compensation performance states: "The focus on safety and risk management which Endeavour Foundation has driven across the business has resulted in significant success. Endeavour Foundation is currently outperforming industry benchmarks for premium rates in every state in which you operate. The report also states: "The safety and risk management success which Endeavour Foundation has driven across the business has resulted in 121 more employees going home safely in 2017-18."
- Uplifting the safety skills of our leaders through the development and implementation of online Safety Leadership training and Fire Warden training, as well as tools and resources to support Outbreak Management.
- Completing an organisation-wide Emergency Preparedness Self-Audit with recommendations.

Customer Practice and Safeguarding

Customer Practice and Safeguarding is about working in partnership with the people we support to ensure they receive a quality service and are safe. This includes preventing, detecting and reporting any issues related to safety and service quality. It also extends to supporting our customers and their families in times of need and can involve the following:

- Critical Incident Management.
- Complex Needs Review.
- Guardianship/Advocacy.
- Compliments and Complaints Management.
- Internal Investigation.
- Mandatory Reporting (Organisational and Legislative).
- Continuous Improvement.
- Social Work Services.
- Complex Case Management.

Customer Practice and Safeguarding achievements in the last year included:

- A 21% reduction in substantiated safeguarding infringements.
- Introduction of 'Recommendations' for all Formal Reviews from March 2018.
- Development and implementation of the Serious Customer Incident Response Tool (SCIRT).
- Coordination of the organisational response to the newly introduced Victorian Customer Incident Management System Framework (CIMS).
- Coordination of New South Wales and Victoria NDIS Quality and Safeguards Pilot Program.
- Introduction of the 'Preventable Harm' and 'Learning from Harm' paradigms.
- Organisation-wide Child Safety Review and development of 'Child/Young Persons Onboarding Process' and 'Referral Form for Service Provision for Child/Young Persons (0-18 years)'.
- Queensland representative on the National 'NDS Zero Tolerance' Community of Practice.
- Securing the opportunity to user-test the NDIS Quality and Safeguarding 'Mandatory Training Module'.

Looking forward

In the next year we will be focusing on:

- A continued strong focus on employee safety.
- Implementing the NDIS Quality and Safeguarding Framework.

- Embedding 'Learning from Harm' methodology within Customer Safeguarding and Incident Management.
- Partnering more closely with customers and their families to review the quality and benefit of current incident and complaint resolution.
- Implementing of our new Code of Conduct aligned to the NDIS Code of Conduct.

Safety conversation prompts change

They say actions speak louder than words but for Townsville supported employee, Douglas, it was his words spoken during a safety conversation that prompted a positive change to safety education onsite.

Having a safety conversation with Douglas in the lunchroom, where he was cleaning, has prompted the development of visual prompts for basic first aid requirements.

"It started off as being a general conversation about safety, we talked about the task, the personal protective equipment (PPE) and what to do if something went wrong," Jayne Dalton, North Queensland Safety Coach says.

"Douglas was able to tell me about the safety aspects of what he was doing. When I asked him if he knew about safety data sheets and where they were kept, he did. Keeping the conversation going I asked him what he would do if he got some chemical in his eye and his response was to tell the supervisor.

"We continued to talk about the information on the safety data sheets. Douglas then said that it would be much easier if there were pictures and prompts to help the supported employees to do some basic first aid."

Following discussions with the Employment Coach onsite and Douglas, it was decided they would work on an initiative for the commonly used cleaning products to have pictorial first aid measures which will be displayed in the lunch room and other prominent areas onsite.

“ Douglas is definitely a great safety champion in our workplace. ”

For his outstanding idea, Douglas was recognised as part of Endeavour Foundation's #teampossible Recognition and Reward program.

Strategic focus

Operational Excellence

Asset Management

Endeavour Foundation's asset management team was established in 2017-18, replacing the existing property division in response to the evolving needs of the organisation. The strategic intent of the asset management division is to contribute to a consistently high level of service delivered to Endeavour Foundation customers by managing day to day maintenance requirements, in addition to the strategic long term focus of all property assets.

Key focus areas for the asset management team include:

- Developing and applying a Facilities Asset Management Framework to ISO 55000.
- Undertaking an Asset Condition Audit and proceeding to develop a Strategic Plan through Asset Condition and Criticality Risk Index (ACCRI).
- Understanding and validation of Building Compliance requirements through an independent site audit and program of works.
- Developing an Annual Works Program within MEX, the Enterprise Asset Management System, to include Operational and Capital Works.
- Investing in existing property and identifying areas for new strategic investment to provide fit-for-purpose and compliant property to both existing and new customers.
- Targeted investment decision making to maximise value in terms of existing and new customers, within a fiscal constrained environment and competitive operating model.
- Optimising existing assets through increased utilisation and lifecycle management.
- Divesting property which is end of life, poorly located, underutilised, not fit-for-purpose or aligned to the overarching business strategy and core services. Utilise the proceeds of sales for strategic reinvestment in new properties that will serve the needs of people with a disability better.

Key achievements of the asset management team this year include:

- Implementation of an enterprise asset management system, MEX, to assist the team to effectively manage preventative and reactive maintenance, work orders and requests, and stock control and purchasing. MEX also allows for enhanced reporting and dashboard management.
- Appointment of a national facilities asset management contractor, due to commence full operation in early 2018-19. Included in the contract is management of after-hours asset emergency calls, increased preventative maintenance actions and a lifecycle replacement allocation to be utilised in accordance with asset condition and business priorities.
- A network-wide safety audit was conducted across all properties, with a particular focus on the fire, life and safety aspects of residential services.

Technology

A number of significant technology upgrades and new platform rollouts were delivered in 2017-18, resulting in increased capability and consolidation of systems across Endeavour Foundation.

Practice Excellence

A significant milestone achieved in practice excellence in 2017-18 was the development of a new practice framework for Endeavour Foundation. The framework is an overarching structure to guide staff practice across the organisation, to ensure high quality outcomes are achieved for all customers. This framework has a particular focus on all services being delivered to customers within a culture of safety. The Practice@Endeavour framework has been developed using internal and external research, to drive best practice in terms of standards of care and will be implemented across the organisation in the next financial year.

A key practice excellence initiative in 2017-18 was the trial of a new medication management process. The new system was trialed in two locations for two weeks and incorporated three methods for feedback, an online survey post-trial and two face-to-face debrief sessions. Staff provided overwhelming positive feedback on the new system, paving the way for its rollout across the organisation.

Research

Endeavour Foundation maintained our commitment to quality research in the disability sector, partnering with a leading research organisation to carry out

a nationally representative survey of the Australian general public investigating attitudes towards intellectual disability. This piece of work was specifically commissioned by the Marketing team to enhance Endeavour Foundation's current advocacy efforts. A second wave of research is planned for 2018-19, before Endeavour Foundation release the findings to the media, generating much needed discussion about the understanding and acceptance of intellectual disability and associated social issues in the community.

Dr Maria Vassos, Endeavour Foundation's Senior Researcher, has been asked to present the results of the first wave of the social attitudes research work at the Australasian Society for Intellectual Disability (ASID) Conference on the Gold Coast in November 2018. The ASID Conference is an annual Australian intellectual disability research conference, attended by prominent Australian and international researchers.

A research methodology is currently in development to evaluate the effectiveness of virtual reality training as a tool to enhance skill development in adults with an intellectual disability. In the 2018-19 financial year, the research methodology will be implemented and evaluation findings will be available.

Practice @ Endeavour

Making possibilities a reality can be achieved by adopting **contemporary support practices** relevant to the disability service sector.

Staff implementation of these contemporary practices is enabled and supported by a series of **organisational practices**.

Underpinning the implementation of contemporary and organisational practices is Endeavour Foundation **strategy and governance**, Australian **legislation and service standards**, and international **human rights** charters.



Endowment Challenge Fund

Endeavour Foundation's Endowment Challenge Fund (now known as Endeavour Disability Research Fund) aims to benefit Australians with a disability, especially people with an intellectual or developmental disability. The Endeavour Disability Research Fund seeks to encourage quality and innovation in the disability service sector, by providing grants to researchers and non-profit organisations to undertake projects that aim to advance the health, wellbeing and life experiences of people with a disability.

The Endeavour Disability Research Fund was established by Endeavour Foundation in 2009 under its own Trust, and is governed by an independent Board. The funds administered by the Fund are dependent on the generosity of our community including donations and bequests. The Fund is a capital-preserved fund, where donations made to the fund are invested, and the interest earned is used to support the Fund's activities.

The 2018 Grants Rounds awarded three grants in three separate categories:

1. **Research Award (\$54,941)** – Dr Lise Mogensen, Western Sydney University.

"Navigating the Transition from School to Adult Disability Services: Experiences of Young People with Intellectual Disability."

The aims of this research project are twofold: (1) to understand how young people with an intellectual disability experience the transition from school to adult services, and (2) to explore how they select and navigate the transition into adult services and meaningful occupations. Young people with an intellectual disability will be interviewed and surveyed about their experiences, and will inform the development of a series of resources for disability service providers to support meaningful post-school transitions.

2. **Inclusive Research Award (\$14,900)** – Felicity Crowther, Flinders University.

"People with Intellectual Disability as Researchers: Exploring the Experiences of an Inclusive Research Team."

Adult co-researchers with an intellectual disability will be supported to establish an inclusive research team, and undertake a research project of interest and importance to them using rigorous academic research methodologies. A critical ethnographic approach will be used to explore the experiences of the research team, in an effort to identify the barriers and enablers of effective inclusive research processes.

3. **Non-Profit Organisation Award (\$25,000.00)** – Onemda Association.

"Assisting YOUR Neighbourhood."

The Assisting YOUR Neighbourhood program will support adults with intellectual disabilities to become actively involved in volunteering with the elderly community. Up to 30 adults with intellectual disabilities will provide assistance to elderly people by supporting them with everyday household tasks (e.g., gardening). Funding will be used to buy equipment that the volunteers can use while supporting the elderly, and develop a series of resources to assist with promoting the program to the wider disability service sector.

To date, the Endeavour Disability Research Fund has given away over \$540,000 in grants since the first round of funding in 2011.

Audit and Risk

Endeavour Foundation is committed to a culture of continuous improvement and the delivery of the highest quality of services for customers. Quality audits carried out by our audit and risk team aim to ensure that our customers are receiving care and support that exceeds all of the necessary requirements and regulations.

The auditing process ensures a high level of organisational consistency and underpins operational excellence across all Endeavour Foundation services by identifying non-conformances, hazards and opportunities for improvement.

Endeavour Foundation's audit and risk team delivered a number of initiatives in 2017-18 to identify risks and suitable safeguards in response.

Key areas of focus included:

- Undertaking a review and updating all ISO 9001: 2008 and ISO 14001: 2004 QMS documents to comply with the new ISO 9001: 2015 and ISO 14001: 2015 standards before successfully passing external audits. Compliance to these standards are often a contractual or regulatory requirement to deliver services in the states Endeavour Foundation operates in.
- Reviewing and updating Safe Food Quality documentation to reflect the new version 8 standards before successfully passing external audits. These standards ensure that food consumed by Endeavour Foundation commercial customers has been produced, processed and handled according to the highest standards of accreditation.

- Providing assistance to the North Queensland Service Delivery team to pass the Home Care Standards set by the Australian Aged Care Quality Agency. This ensures our team provides the highest standard of home care to our aged care customers.
- Developing the body of documentation required for compliance to Chain of Custody and the National Heavy Vehicle legislation requirements, allowing relevant sites to pass external audits and maintain significant supplier contracts. This legislation covers the transportation of all goods manufactured or packaged by Endeavour Foundation at our Business Solutions sites.
- Assisting new services in Victoria to obtain the State Government Human Services Standards 2011 certification required for provider registration.
- Identifying the new Queensland legislative requirements for Labour Hire Licenses and working with the business to ensure this was obtained by the deadline.

The NDIS Quality and Safeguards Commission starts managing quality and safeguarding standards for providers of disability support services throughout Australia from July 2018. The impacts to Endeavour Foundation are currently being assessed comprehensively, and necessary changes to process and procedures will be implemented to ensure organisation-wide compliance with the NDIS Quality and Safeguarding Framework. Until this comes into effect in each state and territory, Endeavour Foundation's Queensland, New South Wales and Victoria operations will continue to be audited under the current Human Services Quality Framework (HSQF) and National Standards for Disability Services (NSDS) guidelines.



Celebrating 50 years in Toowoomba

Endeavour Foundation Industries opened in Toowoomba on May 20, 1968, with supported employees cultivating plants and making outdoor furniture to be sold locally, beautifying the gardens and homes of residents living in "the Garden City".

The new business offered meaningful employment opportunities and training for people with disability and, contributed to the self-esteem and confidence that comes from having a job. Over the years, talented employees have turned their hand to many different opportunities.

"We're so proud of our hard-working team and the variety of work they've done," said General Manager, Tony Vidler, "We currently employ 133 supported employees and 10 staff so we bring a huge benefit to the local economy too."

"We've built lawn furniture, had a plant nursery, cut rags and packaged food and spices. At one point we were the biggest packer of coconut in Queensland."

"Now we offer the most secure document destruction service money can buy, make high quality beef jerky and still do food packaging and other things."

"People are constantly surprised when they find out the sheer variety of things the dedicated team can do and the quality of the product they put out."

Fifty years on from when he first started work, 68-year-old Chris Fry said he's not looking to retire just yet.

"I'd just be sitting at home, looking at grey walls if I didn't come to work," said Mr Fry, "I've liked doing all the jobs I've done and I like seeing my mates at work every day."

Strategic focus

Financial Sustainability

Finance operating system consolidation

A key strategic priority this year was the consolidation of Endeavour Foundation's finance processes. As part of this process, all of the organisation's entities were transitioned to the Microsoft Dynamics AX platform, a finance system with advanced capability, suitable for the needs of a growing, enterprise-level organisation, comprising several different brands.

The implementation and integration of Microsoft Dynamics AX across the organisation has laid the foundations for the standardisation phase, which will be rolled out next year. The standardisation of Endeavour Foundation's finance processes will facilitate enhanced financial reporting and account preparation, leading to increased operational efficiencies. Other benefits will include shared accounts payable and receivable processes, leading to better pricing and cash flow opportunities.

Performance and Investment Council

This year saw the establishment of a dedicated Performance and Investment Council. Chaired by the Chief Financial Officer, joined by the Chief Executive Officer, Chief Operating Officer and Head of Strategy and Planning, this group is responsible for assessing key investment and divestment opportunities and managing business performance for key initiatives impacting the organisation.

The primary focus of the council is to ensure all capital expenditure, unbudgeted operational expenditure, potential divestment activity and new business opportunities are effectively assessed, funded and performance managed with appropriate levels of governance.

Procurement

Endeavour Foundation's Procurement Operating Model was delivered this year.

Included within the scope of the Procurement Operating Model was category management, strategic sourcing, contract management and the purchase to pay program.

The Procurement Operating Model was established to improve Endeavour Foundation's financial sustainability by reducing expenses and generating revenue by leveraging partnership opportunities in key supply markets. There was also a focus on enhancing the purchasing experience for frontline staff by creating repeatable processes, implementing enabling technology and utilising automation where possible.

The Procurement Operating Model mitigates supply risks and improves the quality and delivery of goods and services delivered by third party providers to Endeavour Foundation, ensuring operational excellence through the delivery of a procurement framework.

Lotteries

Each year we run seven prize home and five ultimate life changer lotteries. We continue to buy and build prize homes on the Sunshine Coast where economic conditions have been favourable and a loyal customer base has been established. This year, our ultimate life changer lotteries grew significantly in popularity and membership of our 'Star Supporter' Loyalty program grew by 18%, contributing in no small part to six out of twelve lotteries selling out.

Great Endeavour Rally raises dust and dollars

From the glitz of the Gold Coast to beautiful sandy Yamba via dusty outback New South Wales, more than 100 participants and support staff in 40 vehicles participated in the Great Endeavour Rally's "Great Southern Safari" in June 2018, raising a lot of dust and over \$300,000 for Endeavour Foundation.

The eight day journey took participants on an adventure like no other - travelling through Jennings, Burren Junction, Lightning Ridge, Collierreina Hall, Ballimore, Lake Keepit, Dubbo and Taylors Arm before crossing the finish line in Yamba on 23rd June.

This iconic event is now in its 32nd year, with no sign of slowing down, thanks to the committed teams who support the rally year after year.

Rallying support

When Heather Livingstone arrived home from her maiden Great Endeavour Rally journey two years ago, she couldn't wipe the smile off her face. Seeing their daughter's reaction as she crossed the finish line was all it took for the Wacol supported employee's parents – Avril and Jimmy – to join the Great Endeavour Rally themselves.

Despite knowing very little about cars, 2019 will be the Livingstone's third year rallying across Australia, and they say it won't be their last. In fact it is becoming a real family affair.

"Our son, Jamie has bought an old rally car with his girlfriend and our youngest son, Calum is going to come along in a support vehicle with Heather," Avril said.

Avril believes the rally really is for everyone, and it's the community spirit that means the most to her family.

"We love being part of the rally family and attending everyone else's fundraising events. We go to places you'd never normally go and we support small communities who open their doors and welcome us in," she said.

// It's a great way to have fun and raise money. We also see where the money goes every day. //



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.

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 2018 – 1,019

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 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 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 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.

All stakeholders are encouraged to identify suggestions for change and improvements/new practices. This approach 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	2014-2015	2015-2016	2016-2017	2017-2018
Opportunities for improvement – employment services	14	9	1	9
Opportunities for improvement – disability services	30	N/A*	7	19
Non Conformances – employment services	0	0	22	4
Non Conformances – disability services	3	N/A*	2	2
Observations requiring actions – employment services	-	-	-	12

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

Board of Directors

Board changes

After five years of service to the Endeavour Foundation Board, Suzie (Suzanne) Thorpe resigned as a Board member in December 2017. Beverley Knowles was elected to the Board in November 2017.



Tony Bellas Chairman

BEcon, DipEd, MBA, FAICD, FCPA, FGS

*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, intelliHR 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 this, 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 the Chief Executive Officer of Early Childhood Intervention Australia (ECIA), the peak national body promoting the interests of children with a disability or developmental delay. She is also the Chair of The Sanctuary - The Hills Women's Shelter and sits on the NSW Council for Women's Economic Opportunity.

Yvonne is an award-winning TV producer, founder of SugarBaby Cosmetics, magazine columnist and TV presenter. She has also served as a Councillor and the Mayor of The Hills Shire Council.

Yvonne's life changed with the birth of her first child, Asher, who has a hearing impairment. In 2009, Yvonne founded the Hear the Children Early Intervention Centre, which provides life-changing early intervention to hearing-impaired babies and preschoolers. Her outstanding contribution has been recognised with several awards from her local community, the New South Wales Government and the United Nations.



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 disability. He and his wife Judy are long-term volunteers with Endeavour Foundation and their son Andrew has been a supported employee of Endeavour Foundation in Warwick since 2003.

Paul is a member of the Warwick Support Group, Chair 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. All his roles have had a community service focus.



Scott Ellis

BBus, ASA, AAICD

Elected to the Board 22 November 2013

Scott has a background in the commercial and corporate finance industry, dealing with many diversified industries for over 20 years. Scott is now CEO of a small property consulting business. He has both an older brother and brother-in-law with a disability and has been around the Endeavour Foundation community for over 40 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 disability have the best opportunities available for a happy and full life.



Beverley Knowles

BA, DipEd, MMktg, FAICD

Elected to the Board 20 November 2017

Beverley's career focus has been on marketing, communications and stakeholder management. She has managed change and led complex projects across the public and private sectors, in diverse areas including health, education, philanthropy, governance, branding, community engagement and client relationship development.

Beverley's commitment to improving opportunities for people with disability began with her appointment to the board of Network Q, Victoria in 1999. She joined the board of VATMI industries in 2005 before becoming chair of the Victoria Area Committee of Endeavour Foundation in 2013, a position she still holds.

She also has experience as a secondary teacher, as a CEO and as a board member of both for profit and not for profit organisations for over 20 years.

Beverley currently chairs the Eastern Metropolitan Regional Council of Victoria's Adult, Community and Further Education Board and is a director of the Australian Centre for Heart Health.



Pedro Mendiola

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 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 customer of Endeavour Foundation.



Alison Semple

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 41-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 interstate and overseas.

Executive

Andrew Donne
Chief Executive Officer

Paula Mayson
Chief Operating Officer

Mark Fenton
Chief Financial Officer

Steve Waters
Executive General Manager
Sales and Marketing

Paula Holden
Executive General Manager
People and Culture

David Curd
Executive General Manager
Community Solutions Group

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 in a competitive NDIS marketplace.

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

During 2017-18 there were several changes in the team.

Kym Shreeve, Chief People Officer, relocated interstate to be closer to her family. We thank Kim for the contribution she made to the organisation. Her commitment to continuous improvement to get our processes and systems right has, and will continue to improve our people and customer experience.

We also welcomed Paula Holden, Executive General Manager of People and Culture and Steve Waters, Executive General Manager of Sales and Marketing.

Paula has over 20 years' experience leading multidisciplinary teams in the people and culture space, and implementing significant change in organisations across varied sectors including not for profit, health, employment and mining. Paula has a passion for the not-for-profit sector, serving as a director for organisations focusing on mental health, suicide bereavement and homelessness.

Steve has a strong focus on customer experience, with more than 20 years managing customer functions including sales, service delivery, marketing, and product and business development.

Steve has worked in a wide range of organisations, including Sunsuper, CUA and Suncorp, to grow their impact through acquiring, retaining and deepening relationships with customers, developing new offerings and increasing penetration across markets. Steve brings with him a wealth of experience, and is well placed to drive our consolidation and growth agenda in a sustainable way at Endeavour Foundation.



Left to right: David Curd, Mark Fenton, Steve Waters, Paula Mayson, Andrew Donne and Paula Holden



Thriving after school

The journey from school to adult life opens a whole new world of opportunities and challenges for young people with disability and their families.

Sometimes, this transition is daunting, as they navigate what options and supports are available for them to continue to learn, develop life-skills and participant in the community.

Gold Coast parents, Robert and Anne know this feeling only too well. As their son, Jordan approached the ending of Year 12 last year, they were “feeling very apprehensive” about his future.

“We couldn’t really see that Jordan was going to be able to continue to do what he had already achieved or developed once he left school,” Robert said.

Over the course of Jordan’s last year at school, staff at our Labrador Learning and Lifestyle hub collaborated with Jordan and his parents to co-design a program that was the right fit for him.

Both Robert and Anne happily reported earlier this year that Jordan’s journey to life after school had gone really well.

“Jordan was hesitant at the beginning, but then I started to see all these massive changes in him,” Anne says.

“ He’s now helping me with things like doing the shopping and carrying my bags. I couldn’t believe it when he grabbed my bags off me and started walking out of the shopping centre with them over his arm. I never imagined that Jordy would be able to do this. ”

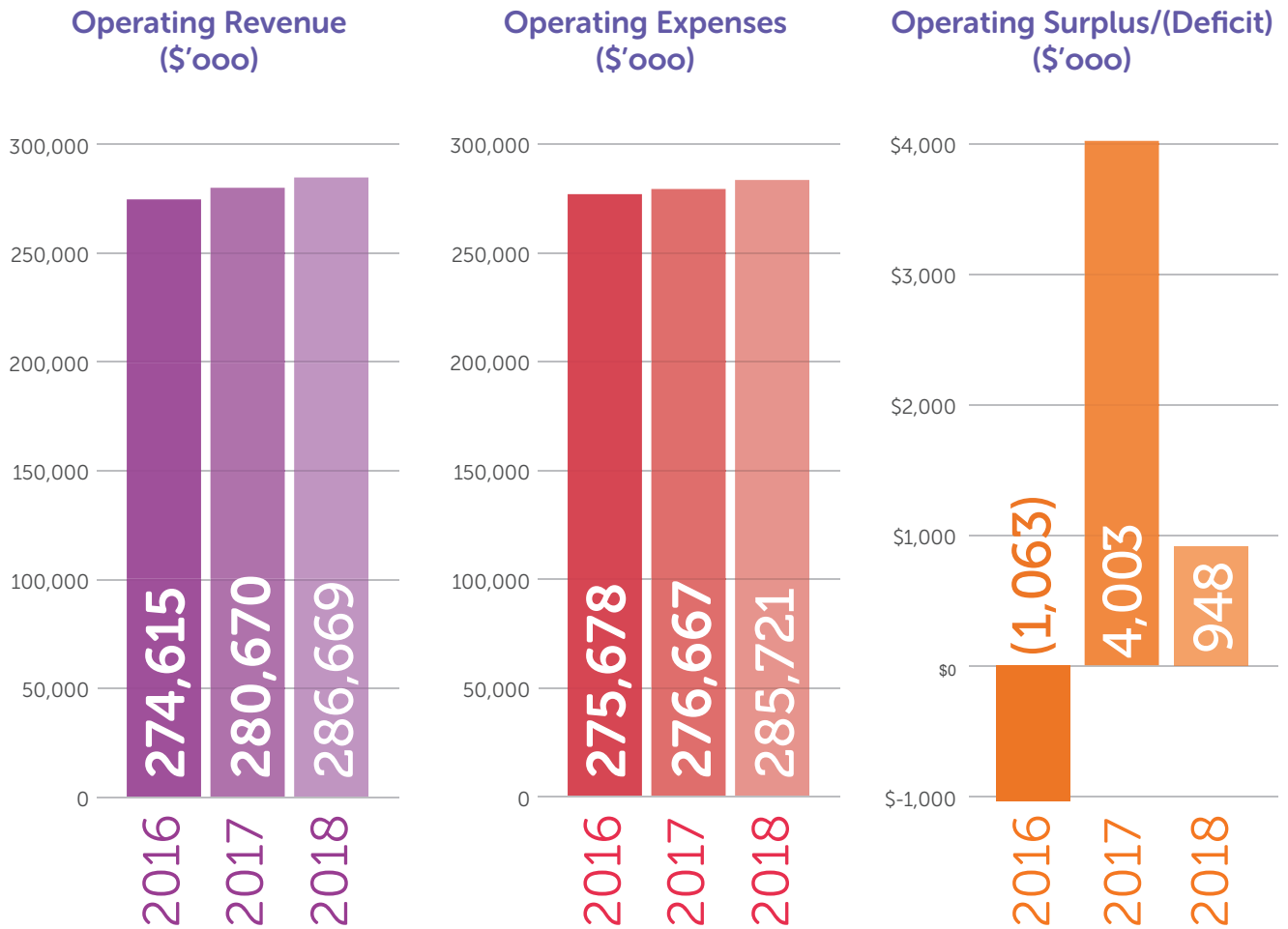
Financial Overview

The consolidated annual financial statements of the Endeavour Foundation Group for the financial year ended 30 June 2018 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 \$948,000 compared to an operating surplus of \$4,003,000 in the previous year. This operating result was achieved primarily due to the following factors:

- A decline in the operating results from Service Delivery as the business continues to transform with the full introduction of the NDIS.
- A significant improvement in the operating results from the Sales and Marketing division, due to improved contributions from the Prize Home and Ultimate Lifestyle lotteries.
- A significant improvement in the operating results generated by the Community Solutions Group due to cost reductions from improved business processes.
- Increased corporate and infrastructure costs due to corporate project costs associated with the continued implementation of improved IT systems, business processes, management and reporting systems and increased marketing and communication costs associated with the full implementation of the NDIS.

The Group's net surplus for the current financial year, after recognising income from non-operating items of \$1,471,000 was \$2,419,000. The income from non-operating items in the current period included gains on the disposal of properties of \$807,000 and non-recurrent government capital grants of \$664,000. In the previous year the Group recorded a comparative net surplus for the year of \$3,480,000 after recognising a net charge from non-operating items of (\$523,000). The prior period net charge from non-operating items 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 a significant charge in respect of the refund of salary packaging fees that had been recovered from staff during prior periods.



Financial highlights

Income Statement

Operating revenues increased by 2.1% over the prior year to a new record level of \$286,669,000, with a change in the mix of revenue streams as the continued progressive transition is made from government subsidised services to services operated and funded under the NDIS. During the current financial year, NDIS revenues, increased to \$51,768,000, compared to \$10,232,000 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 42.6% of total operating revenue (2017: 55.5%). Government subsidies decreased by \$33,666,000 or 21.6% to \$122,237,000, reflecting a combination of the effects of services that have transitioned to the NDIS, off-set by growth in services and indexation of existing subsidies.

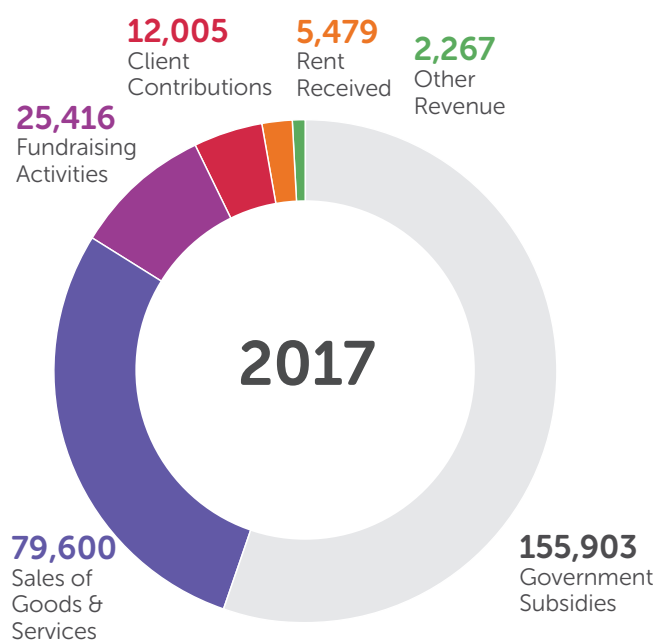
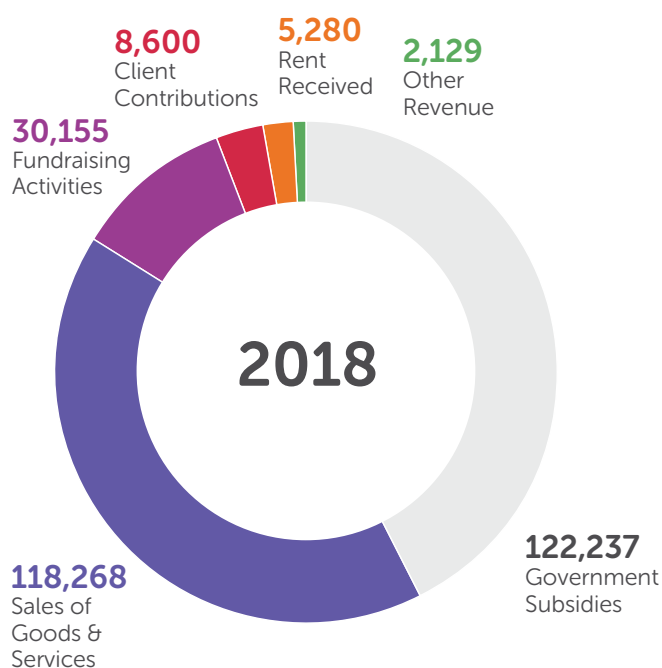
Operating expenses increasing by 3.2%, or \$9,054,000 to \$285,721,000 for the year, due in part to increased costs associated with the continued

implementation of the NDIS. The 3.2% increase in operating costs is slightly more than the 2.1% 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 2.1% increase in revenues and the 3.2% increase in expenses flowed through to record an operating surplus for the year of \$948,000.

Non-recurrent government capital expenditure grants and other capital donations of \$664,000 (2017: \$426,000) continue to provide an important cash supplement for capital asset acquisitions and improvements. The total capital expenditure spend on property was however \$1,937,000 (2017: \$3,824,000), leaving the majority of the capital infrastructure spend to be funded from internal cash reserves.

Operating Revenues (\$'ooo)



Balance Sheet

The Group is in a sound financial position at 30 June 2018, 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 \$27,835,000 at balance date (2017 net current assets of \$16,912,000).

The year-end cash balance of \$41,477,000 includes quarantined cash of \$7,307,000. 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 balance sheet remains strong with total equity increasing by \$2,845,000 to \$124,925,000, 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 \$9,191,000 (2017: \$18,238,000), due largely to the effect of the increase in the net surplus for the year offset by an increase in working capital funding requirements.

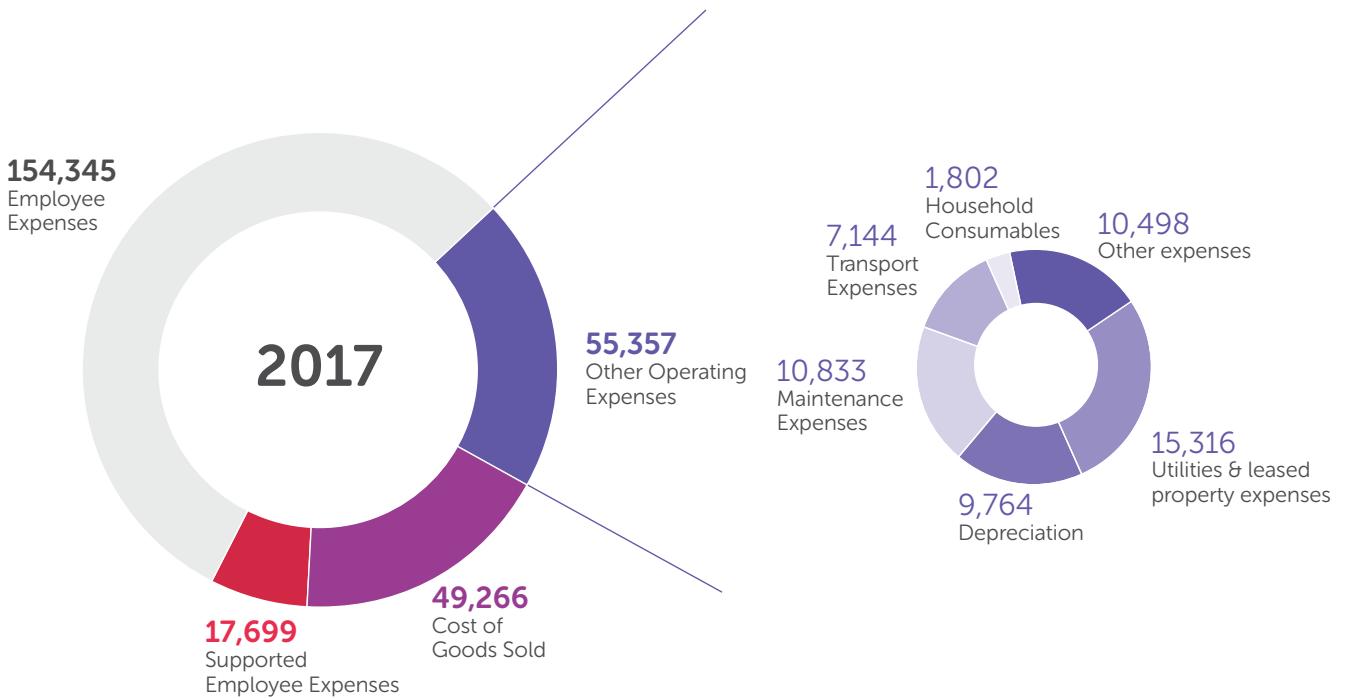
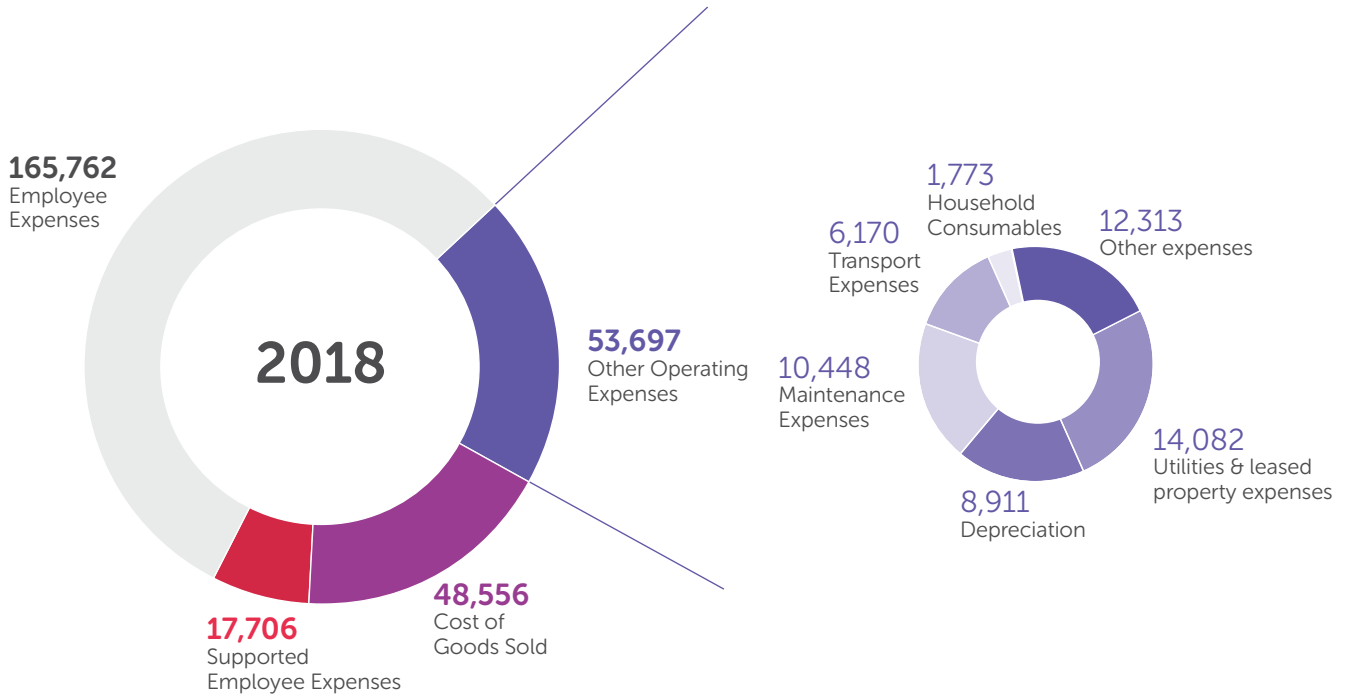
The net cash generated from operating activities, was sufficient to fully cover the net cash spend on investing activities of \$2,396,000, resulting in a \$6,795,000 increase in the cash and bank balances for the year, to record a closing cash balance of \$41,477,000 at period end.

The accompanying graphs and tables provide a financial overview of Endeavour Foundation Group's operating results and its financial position at 30 June 2018.

Audited Financial Report

The audited full statutory Annual Financial Report for the year ended 30 June 2018 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.

Operating Expenses Breakup (\$'ooo)



Five year Summary Financial Performance

	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000
Operating Revenues	286,669	280,670	274,615	235,686	186,099
Operating Expenses	(285,721)	(276,667)	(275,678)	(228,654)	(184,058)
Operating Surplus/(Deficit)	948	4,003	(1,063)	7,032	2,041
Government capital expenditure grants and other capital donations	664	426	1,296	2,753	2,160
Significant bequests	-	968	655	-	-
Gain/(Loss) on sale of properties	807	2,823	(107)	390	1,234
Refund of salary packaging fee	-	(4,740)	-	-	-
Net gains on business acquisitions	-	-	8,133	13,998	8,203
Net surplus for the year	2,419	3,480	8,914	24,173	13,638

Five year Summary Financial Position

	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000
Assets					
Current assets	74,954	65,250	59,876	46,475	36,249
Non-current assets	101,435	109,086	116,233	118,282	84,687
Total Assets	176,389	174,336	176,109	164,757	120,936
Liabilities					
Current liabilities	47,119	48,338	40,932	35,492	29,107
Non-current liabilities	4,345	3,918	17,097	19,085	7,424
Total Liabilities	51,464	52,256	58,029	54,577	36,531
Net Assets	124,925	122,080	118,080	110,180	84,405

Summary Financial Report

For the year ended
30 June 2018

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 2018. 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 2018 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 2018 Annual Financial Report can be requested by telephone 07 3908 7100 or may also be downloaded from www.endeavour.com.au

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Directors' Report

For the year ended 30 June 2018

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 2018 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
Current at 30 June 2018			
Anthony George Bellas (Independent Director) (14 February 2011)	B Econ, Dip Ed, MBA, FAICD, FCPA, FGS Chair Member of Audit & Risk Committee Member of Nominations & Remuneration Committee	7	-
Yvonne Dianne Keane (Independent Director) (26 May 2014)	Member of Nominations & Remuneration Committee Deputy Chair (from 25/04/2017)	4	-
Paul Denis Currie (Elected Director) (26 November 2014 to 20 November 2017) (Appointed to fill a Casual Vacancy 18 December 2017)	BSC (Hons), Phd (Physics) Member of Client Services Committee Member of Audit & Risk Committee (ceased 20/11/2017)	4	8
Scott Robinson Elton Ellis (Elected Director) (22 November 2013)	BBus, ASA, AAICD Chair of Audit & Risk Committee Member of Nominations & Remuneration Committee	5	18
Beverley Narelle Knowles (Elected Director) (20 November 2017)	BA, DipEd, MMktg, FAICD Member Audit & Risk Committee (from 26/02/2018)	1	5
Pedro Mendiola (Elected Director) (22 November 2013)	BE (Hons), GDMgt, MIEAust, RPEQ, CPEng Member of Audit & Risk Committee	5	7
Alison Jean Semple (Elected Director) (30 November 2012)	LTCL, BA, Grad Dip Ed(rsc), Grad Cert Theol Chair of Client Services Committee	6	18
Past Directors who served during the year			
Suzanne Evelyn Thorpe (Elected Director) (30 November 2012)	AAICD, Dip Marketing Member of Client Services Committee Member of Nominations & Remuneration Committee (resigned 4/12/2017)	6	10
Appointments since the end of the financial year			
Peter Richard Boys (Independent Director)	B Comm, MBA, MAICD Appointed 5/09/2018	-	-
Richard George Andrew Haire (Independent Director)	B Econ, Grad Dip Corp Mgt, FAICD Appointed 4/10/2018	-	-

Directors' Report (continued)

For the year ended 30 June 2018

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	F CPA, 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

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	8	8	3	3	-	-	5	5
P D Currie	8	8	-	-	5	5	3	1
S R E Ellis	8	8	2	2	-	-	5	5
Y D Keane	8	6	3	2	-	-	-	-
B N Knowles	3	3	-	-	-	-	1	1
P Mendiolea	8	7	-	-	-	-	5	5
A J Semple	8	7	3	3	5	5	-	-
S E Thorpe	5	3	1	1	2	2	-	-

A – Number of meetings held during the time the director held office during the year as a member of the Board or one of the Committees

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)
- Mr S R E Ellis (appointed 26/02/2018)
- Ms Y D Keane
- Mrs A Semple
- Ms S E Thorpe (resigned 4/12/2017)

Directors' Report (continued)

For the year ended 30 June 2018

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 Complaints and Abuse investigation processes.

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

- Mrs A Semple (Chair)
- Dr P D Currie
- Mr G M Crotty (retired as a director on 30/11/12 but remains a committee member)
- Ms S E Thorpe (resigned 4/12/2017)

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
- Dr P D Currie (resigned 20/11/2017)
- Ms B N Knowles (appointed 26/02/2018)
- Mr P Mendiola

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 and Lifestyle Support Services, Post-School Services, Supported Employment Services and Community Advocacy and 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.

Directors' Report (continued)

For the year ended 30 June 2018

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 \$948,000 compared to an operating surplus of \$4,003,000 in the previous year. This operating result was achieved primarily due to the following factors:

- a decline in the operating results from Service Delivery as the business continues to transform with the full introduction of the National Disability Insurance Scheme;
- a significant improvement in the operating results from the Sales and Marketing division, due to improved contributions from the Prize Home and Ultimate Lifestyle lotteries;
- a significant improvement in the operating results generated by the Community Solutions Group entities due to cost reductions from improved business processes;
- increased corporate and infrastructure costs due to corporate project costs associated with the continued implementation of improved IT systems, business processes, management and reporting systems and increased marketing and communication costs associated with the full implementation of the National Disability Insurance Scheme.

The Group's net surplus for the current financial year, after recognising income from non-operating items of \$1,471,000 was \$2,419,000. The income from non-operating items in the current period included gains on the disposal of properties of \$807,000 and non-recurrent government capital grants of \$664,000. In the previous year the Group recorded a comparative net surplus for the year of \$3,480,000 after recognising a net charge from non-operating items of (\$523,000). The prior period net charge from non-operating items 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 a significant charge 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.

Dividends

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

Events Subsequent to Balance Date

Since 30 June 2018 and the date of this report there has not arisen any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Group, the results of those operations, or the state of affairs of the Group, in future financial years, other than already disclosed in the Notes to the Financial Statements.

Environmental Regulations

The Group's operations are subject to various environmental regulations under both Commonwealth and State legislation. The Group has an established risk management system which identifies environmental hazards and ensures appropriate controls are adopted. The appropriate licences and consents are in place at each site in accordance with various environmental regulations.

The Directors are not aware of any breaches of the legislation which are material in nature.

Review of Operations

Operations of the Group during the year are reviewed in the Chair's and CEO's report in the separately issued Annual Report.

Directors' Benefits

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

- a. No Directors' Fees are payable
- b. No Related Party Transactions with Directors exist (Note 22 of the full Annual Financial Report)

Directors' Report (continued)

For the year ended 30 June 2018

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 22 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 full Annual Financial Report.

Auditor's Independence Declaration

The Auditor's Independence Declaration is set out on page 8 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 2018

Consolidated Balance Sheet

As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Current assets			
Cash and cash equivalents			
- Untied cash		34,170	26,147
- Quarantined cash		7,307	8,535
	4	41,477	34,682
Trade and other receivables		16,976	14,920
Inventories		10,441	12,830
Other current assets		2,485	2,182
Assets classified as held-for-sale		3,575	636
Total current assets		74,954	65,250
Non-current assets			
Investments		2,089	1,896
Net defined benefit plan asset		2,831	2,717
Other intangible assets		817	1,299
Investment properties		360	2,758
Property, plant & equipment		95,338	100,416
Total non-current assets		101,435	109,086
Total assets		176,389	174,336
Current liabilities			
Trade and other payables		19,950	20,333
Employee entitlements		20,695	19,926
Revenue received in advance		6,474	8,079
Total current liabilities		47,119	48,338
Non-current liabilities			
Revenue received in advance		833	456
Employee entitlements		3,512	3,462
Total non-current liabilities		4,345	3,918
Total liabilities		51,464	52,256
Net assets		124,925	122,080
Equity			
Reserves		591	1,058
Retained earnings		124,334	121,022
Total equity		124,925	122,080

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 2018

	Note	2018 \$'000	2017 \$'000
Revenue			
Sale of goods and services		118,268	79,600
Fundraising activities		30,155	25,416
Service user contributions		8,600	12,005
Government subsidies		122,237	155,903
Rent received		5,280	5,479
Interest income		700	723
Other revenue		1,429	1,544
	3(a)	286,669	280,670
Expenses			
Cost of goods sold & commercial fundraising activities		(48,556)	(49,266)
Employee expenses		(165,762)	(154,345)
Supported employee expenses		(17,706)	(17,699)
Utilities & leased property expenses		(14,082)	(15,316)
Transport expenses		(6,170)	(7,144)
Maintenance expenses		(10,448)	(10,833)
Household consumables		(1,773)	(1,802)
Depreciation & amortisation expenses		(8,911)	(9,764)
Interest expense		-	(363)
Other expenses		(12,313)	(10,135)
		(285,721)	(276,667)
Operating surplus		948	4,003
Government capital expenditure grants and other capital donations	3(a)	664	426
Significant bequests		-	968
Gain on disposal of properties	3(a)	807	2,823
Refund of salary packaging fee	3(b)	-	(4,740)
Net surplus for the year		2,419	3,480

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 2018

	2018 \$'000	2017 \$'000
Net surplus for the year	2,419	3,480
Other comprehensive income (Items that will not be reclassified to profit or loss)		
Net increase in fair value of investments	77	142
Realised gains on disposal of investments	118	12
Actuarial adjustment to defined benefit superannuation plan	231	366
Other comprehensive income for the year	426	520
Total comprehensive income for the year	2,845	4,000

Consolidated Statement of Changes in Equity

For the year ended 30 June 2018

	Fair value reserve \$'000	Subsidies reserve \$'000	Total reserves \$'000	Retained earnings \$'000	Total Equity \$'000
Total equity at 30 June 2016	520	396	916	117,164	118,080
Total comprehensive income for the year	142	-	142	3,858	4,000
Total equity at 30 June 2017	662	396	1,058	121,022	122,080
Total comprehensive income for the year	77	-	77	2,768	2,845
Transfer to retained earnings	(544)	-	(544)	544	-
Total equity at 30 June 2018	195	396	591	124,334	124,925

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 2018

	2018 \$'000 Inflows (Outflows)	2017 \$'000 Inflows (Outflows)
Cash flows from operating activities		
Cash receipts in the course of operations	303,238	302,049
Cash payments to suppliers & employees	(295,017)	(285,917)
Dividends received	124	119
Interest received	700	704
Interest paid	-	(405)
Legacies & bequests received	146	1,688
Net cash provided by operating activities	9,191	18,238
Cash flows from investing activities		
Acquisition of property, plant & equipment	(4,829)	(6,678)
Acquisition of investment properties	-	(18)
Acquisition of intangible assets	(463)	(210)
Acquisition of investments	(1,062)	(1,205)
Proceeds from disposal of property, plant & equipment	1,506	13,563
Proceeds from disposal of investment properties	689	-
Proceeds from sale of investments	1,064	1,175
Proceeds from non-operational capital grants and donations	699	203
Net cash (utilised)/generated by investing activities	(2,396)	6,830
Cash flows from financing activities		
Repayment of interest bearing loans	-	(14,800)
Net cash utilised by financing activities	-	(14,800)
Net increase in cash held	6,795	10,268
Cash at the beginning of the financial year	34,682	24,414
Cash at the end of the financial year	41,477	34,682
Comprising:		
Untied cash	34,170	26,147
Quarantined cash	7,307	8,535
	41,477	34,682

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

Notes to the Financial Statements

For the year ended 30 June 2018

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 2018 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 for 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 2018.

(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).

Notes to the Financial Statements (continued)

For the year ended 30 June 2018

2. Basis for preparation of summary financial report (continued)

(d) Use of Estimates and Judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes of the full Annual Financial Report:

- Note 9 – Non-current Assets – Investments;
- Note 10 – Non-current Assets – Defined Benefit Plan Asset;
- Note 13 – Non-current Assets – Property, Plant & Equipment.

3. (a) OPERATING REVENUE AND OTHER INCOME

Sale of goods and services – other

Sale of goods and services – NDIS revenues

Fundraising activities

- Commercial fundraising activities
- Donations & appeals
- Special functions
- Bequests & legacies
- Community grants

Service user contributions

- Accommodation and Fee for Service
- Learning & Lifestyle
- Transport

State Government subsidies

Federal Government subsidies

Rent received

Dividend income

Interest income

Other revenue

Total operating revenue

Non-operating items

- Gambling Community Benefit Fund capital grants
- Major bequests
- Gain on disposal of property
- Gain on sale of investment property

Total revenue and other income for the period

	2018 \$'000	2017 \$'000
	66,500	69,368
	51,768	10,232
	118,268	79,600
	28,950	23,633
	780	789
	177	190
	145	720
	103	84
	30,155	25,416
	5,651	8,746
	1,616	1,368
	1,333	1,891
	8,600	12,005
	78,713	100,441
	43,524	55,462
	5,280	5,479
	124	119
	700	723
	1,305	1,425
	286,669	280,670
	664	426
	-	968
	684	2,823
	123	-
	1,471	4,217
	288,140	284,887

Notes to the Financial Statements (continued)

For the year ended 30 June 2018

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 prior 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 complied fully with the recommendations of the Fair Work Ombudsman to refund these prior period fees, which resulted in a charge of \$4,740,000 being recorded in the prior financial period.

4. CASH AND CASH EQUIVALENTS

Untied cash
Quarantined cash

	2018 \$'000	2017 \$'000
Untied cash	34,170	26,147
Quarantined cash	7,307	8,535
	41,477	34,682

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. GROUP ENTITIES

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

	2018 %	2017 %
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

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

6. 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.

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.

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.

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.

Notes to the Financial Statements (continued)

For the year ended 30 June 2018

7. PARENT ENTITY DISCLOSURES

As at, and throughout the financial year ending 30 June 2018, the parent company of the Group was Endeavour Foundation.

	2018	2017
	\$'000	\$'000
Results of the parent entity		
Net (deficit)/surplus for the year	(759)	3,383
Other comprehensive income	231	366
Total comprehensive income for the year	(528)	3,749
Financial position of the parent entity at year end		
Current assets	55,060	51,877
Total assets	154,877	157,265
Current liabilities	40,214	42,541
Total liabilities	53,729	55,590
Total equity of the parent entity comprising		
Subsidies reserve	396	396
Retained earnings	100,752	101,279
Total equity	101,148	101,675

8. 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 2018

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 51 to 59 are derived from the full annual financial report of Endeavour Foundation for the year ended 30 June 2018. 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 2018 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 2018

Independent Auditor's Report

For the year ended 30 June 2018



To the members of Endeavour Foundation

Opinion

We have audited the **Summary Financial Report** of Endeavour Foundation (the Company) and its controlled entities (the **Group**) as at 30 June 2018 and for the year ended on that date. The financial statements and related notes in the Summary Financial Report are derived from the audited financial report of the Group as at and for the year ended 30 June 2018 (the Audited Financial Report).

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

The **Summary Financial Report** comprises:

- Consolidated balance sheet as at 30 June 2018;
- Consolidated income statement, consolidated statement of comprehensive income, Consolidated statement of changes in equity, and Consolidated cash flow statement for the year then ended;
- Related notes; and
- Directors' Declaration.

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

Basis of opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Summary Financial Report* section of this Auditor's Report.

We are independent of the Company in accordance with the *Australian Charities and Not-for-profits Commissions Act 2012* and 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 Summary Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Scope of the Summary Financial Report

The Summary Financial Report does not contain all the disclosures required by *Australian Accounting Standards* in the preparation of the Audited Financial Report. Reading the Summary Financial Report and this Auditor's Report thereon, therefore, is not a substitute for reading the Audited Financial Report and our auditor's report thereon.

The Audited Financial Report and our auditor's report thereon

We expressed an unmodified audit opinion on the Audited Financial Report in our auditor's report 11 October 2018.

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 implementing the necessary internal controls to enable the preparation of the Summary Financial Report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility for the audit of the Summary Financial Report

Our responsibility is to express an opinion on whether the Summary Financial Report, in all material respects, complies with *Australian Accounting Standard AASB 1039 Summary Financial Reports* based on our procedures, which were conducted in accordance with *Australian Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements*.

KPMG

Scott Guse
Partner

Brisbane, 11th October 2018

Thank you

Endeavour Foundation recognises and warmly thanks the organisations, trusts, foundations and individuals that have supported our work through grants, fundraising and in-kind support.

Corporate partners, sponsors and supporters

Aon Hewitt
APM PricewaterhouseCoopers
Arrow Energy
Australian Army Battalion 7CSCB
Brennan IT
Cleanaway
CoAct Employment
CGU
Cherry Energy Solutions
Edmen Group
Huckle Family
Jim Buchanan
Network Car and Truck Rentals
Pure Source Recruitment
Queensland University of Technology
Stanwell Corporation
Sustainable Salons
Transport Field Service
United Way Sydney
VivCourt Trading

Grants, Trusts, Foundations and fundraising efforts of our supporters

Australian Government Stronger Communities Program
Queensland Community Foundation
Queensland Gambling Community Benefit Fund
Queensland Government Department of Disability Community Events
The Brazil Family Foundation
Brisbane City Council
The Flannery Foundation
Integral Project Management Pty Ltd
NSW Community Building Partnership Grant

Quantum Property Services Pty Ltd
RSL Services and Citizens Club Nambour Inc
SBMS Accounting
St Margaret's Anglican Girls School
Vital Chemicals Pty Ltd
Warwick District Disability Support Group
Wilmar Sugar Pty Ltd
Wooroolin Lions Club

Charitable bequests

The estate of the late Catherine E. Carter
The Kenneth Gordon and Edith Anderson Memorial Trust
Ian McIntyre Trust Fund
The estate of the late George Embrey
The estate of the late Peace Mary Keidge
The estate of Edith Rita Lewis
The Lesley Dickinson Charitable Endowment
The Hart Family Perpetual Trust
The estate of Laina Elizabeth French
The estate of the late Marion Gunter Braun
The estate of the late Mervyn Leslie Yates
McKimmin Charitable Trust
The estate of Caroline A Dickson and Joanne Pary Trust

Participants in fundraising events throughout the year

The Great Endeavour Rally
Melbourne Cup Luncheon 2017

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



Corporate Information

Patron

**His Excellency the Honourable
Paul de Jersey AC**
Governor of Queensland

Chairman

Tony Bellas
BEcon, DipEd, MBA, FAICD, FCPA, FGS

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

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Auditors

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Brisbane, 4000

How you can get involved

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Call us
1800 112 112

Visit our website
endeavour.com.au

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