



**Imagine  
what's  
possible**

Annual Report  
2019 - 2020

**NDVR**  
Endeavour  
Foundation

### Patron

His Excellency the Honourable  
Paul de Jersey AC  
Governor of Queensland

### Chairman

Richard Haire  
BEcon, Grad Dip Corp Mgt FAICD

### Chief Executive Officer

Andrew Donne  
BBus

### Joint Company Secretaries

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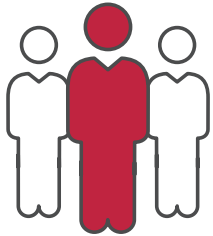
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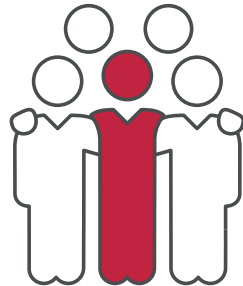
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# At a glance



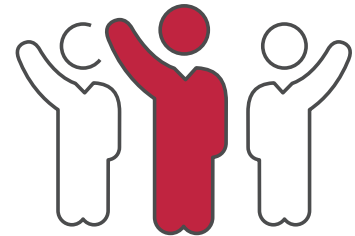
**+21,000**

People we support



**+4,800**

Employees



**+520**

Volunteers



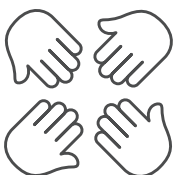
**+560**

people received supported independent living services



**+2,000**

Participated in supported employment



**+830**

Took part in learning and life skills program



**+870**

Increased their independence with in-home support and community access



**+1,020**

People took part in community health and wellbeing programs



**+1,400**

People benefitted from support co-ordination and behaviour support services



**+1,900**

People took part in education and training programs



**+170**

People in apprenticeships and traineeships



**+13,300**

Job seekers supported towards open employment

## About us

# Who we are and what we do

Almost 70 years ago, Endeavour Foundation was 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, our focus is 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.

2020 has been a tough year for everyone, the challenges we've faced during COVID-19 have only inspired us to work even harder to imagine what's possible and inspire the people we support to re-define their possibilities. Growth is important to us and we believe that challenges provide us the opportunity to learn and maximise outcomes for the people we support.

Using our established community networks and strategic partnerships we continue to innovate, advocate, and push the boundaries to provide meaningful opportunities for people by championing their right to economic and social inclusion – now and always.

### Our values

Our values guide how we operate as an organisation and guide how we deliver services. Importantly, they define how we work together as a team, with the people we support, their support networks and our partners. These values are timeless and will never change – they are what we live by.

### We are #teampossible

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



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.

## About us

# Our family

Our collaboration with Community Solutions Group, which commenced in 2014, has allowed us to join forces to achieve our shared dream of helping every person reach their full potential.

Together, Endeavour Foundation and Community Solutions Group have created the unique capacity to offer holistic and integrated services for people, families and communities.

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;
- are #teampossible, turning dreams into reality; and
- seek to be a leading for-purpose provider, supporting all our customers on their pathway to possibilities.



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

#### Services

Supported employment  
 Supported independent living  
 Specialist disability accommodation  
 Day services  
 Business solutions

#### Services

Employment  
 Education and Training  
 NDIS and Community

## Endeavour Foundation

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

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 support people with disability to make their dreams a reality.

We are at the heart of local communities – offering choice, opportunities and personalised support to more than 4,000 customers in Queensland, New South Wales and Victoria.

### Our Services

#### Home

- Supported independent living
- Specialist disability accommodation

#### Work

- Work Experience
- Supported Employment

#### Community

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

#### Business Solutions

- 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 art, ceramics and jewellery

## Community Solutions Group

Community Solutions Group makes a real difference in people's lives through employment, education and training, wellbeing programs and specialist disability support to individuals, families and communities across Queensland, Victoria and South Australia.

As #teampossible, we pride ourselves on working with our customers, their families and their communities to ensure we are meeting identified needs and expectations. Through connection, knowledge and high-quality service delivery, we help enrich and enhance the lives of those we support.

We've always known the power of collaboration and over the past 20 years have joined like-minded organisations to expand our services.

Community Solutions Group includes Community Solutions, SkillsPlus, BRACE and TORGAS delivering over 30 programs to over 17,000 customers, supporting their goals and working with them on their pathway to possibilities.

### Our Services

#### Employment

- jobactive
- Disability Employment Services
- Transition to Work
- Apprenticeships and Traineeships
- Skilling Queenslanders for Work
- ParentsNext
- New Enterprise Incentive Scheme

#### Education and Training

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

#### NDIS and Community

- Specialist Support Coordination
- Behaviour Support
- Support Coordination
- Family and Community Services
- Mental Health Services

## Message from our Chairman and CEO

Welcome to Endeavour Foundation's 2019-2020 annual report which looks at our year through the lens of resilience.



**Richard Haire**  
Chairman



**Andrew Donne**  
Chief Executive Officer

The financial year began with an ongoing focus on evolving the way we deliver and organise support for people with disability, through our service delivery redesign project. While the National Disability Insurance Scheme (NDIS) is now fully implemented, the scheme continues to alter in response to community feedback. So, we also continue to change in response to the NDIS, to ensure we deliver the best support for people with disability at home, in the community and at work. We have introduced a OneWay operating model, which is designed to ensure consistent quality experiences for people we support - no matter what service they receive – and to ensure back office functions are closely aligned with core services.

Endeavour Foundation proudly employs approximately 10 per cent of people who work in supported employment nationally. With this, comes a responsibility to hear and represent the views of supported employees, families and service providers in discussions about the future of Australian Disability Enterprises (ADEs). We have been closely involved in government and sector deliberations to shape the future of supported employment under an individualised NDIS funding model. As a result of these discussions, we are optimistic about the benefits it will bring for supported employees. We also continue standing shoulder to shoulder with other ADEs and our peak body, National Disability Services, in the Fair Work Commission hearings on the Supported Employment Services Award wage assessment framework for supported employees. With new legal challenges underway, we are no closer to a resolution, however, we will continue advocating for the opportunity to provide meaningful employment that meets the needs of people we support.

Throughout the year we continued our advocacy program to ensure adequate NDIS funding for supported independent living and supported employment; and to keep Federal ministers informed about the challenges for ADEs in their electorates. We are grateful to continue to enjoy strong support from our elected representatives.

Our community has also had to dig deep to adapt and respond to major changes, designed to curb the spread of COVID-19. Endeavour Foundation's Board and executive team focused on protecting the health and wellbeing of people with disability and our staff, while maintaining essential support services, providing stability for our team and ensuring long term sustainability. The situation has led us to do things differently and find new ways to provide support. In what has been a time of isolation for many, we worked to maintain engagement and connection with people we support, their family and carers and our dedicated staff, often through online channels. While we temporarily suspended

our employment and day services, we intentionally increased regular contact through our Keeping in Touch program. We also worked to ensure supported employees had the option to sign up for JobKeeper payments, and we made special assistance available for staff who were unable to work during COVID-19.

It must be acknowledged that our team adapted quickly and effectively to the challenges of COVID-19, to deliver the best possible outcomes for people we support. While sudden change can be difficult for people we support, we are proud of the way staff provided additional support in creative ways, ultimately keeping people safe from illness and harm.

The latter part of the financial year was not only about COVID-19. Endeavour Foundation responded to requests for information from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability; our Board approved a plan to build 15 new homes, providing 35 bedrooms for Endeavour Foundation's current NDIS customers and generating 17 new bedroom opportunities; and as an organisation that is committed to the human rights of people we support, we prepared our registration for the National Redress Scheme.

Our key indicators for the 2019-2020 year show continued improvement in service delivery, human resource capacity and financial strength, finishing the year in a strong cash position despite temporary service closures due to COVID-19.

Overwhelmingly, Endeavour Foundation's community managed the unprecedented experiences of a global pandemic with great resilience and a positive outlook.

We would like to take this opportunity to express the Board's gratitude and admiration for the entire Endeavour Foundation team who have demonstrated the tactical agility and individual resilience that has enabled Endeavour Foundation to look to the future with confidence.

The team at Endeavour Foundation is inspirational to all of us and we applaud you.



Richard Haire  
Chairman



Andrew Donne  
CEO

## Our COVID-19 response

The COVID-19 pandemic in the last quarter of 2019-2020 had a sudden and unprecedented impact on every facet of our organisation.

Faced with a major public health crisis, we rapidly reconvened an Emergency Management Committee, established a Forward Command Centre and developed a COVID-19 Emergency Response Plan to guide our response to the pandemic.

Our retail stores, lottery prize homes, community and day services, and most of our employment services were closed; in some cases under government directive, and others, out of concern for the health and wellbeing of the people we support, their families and carers and our staff and volunteers.

New operating procedures, practice protocols, toolbox talks, manuals and guides were developed and updated, sometimes daily, as government advice changed and we learnt more about the nature of the virus. Bulk quantities of personal protective equipment (PPE) and sanitiser were procured and made easily accessible to the people we support and our staff. As the crisis unfolded, temperature testing was rolled out at residential homes and worksites that remained open.

Teams were assembled and assigned the task of staying in touch with both employees and customers to maintain connections and provide help, advice and reassurance when needed. Over 1600 calls were triaged through our COVID-19 Hotline.

We fast-tracked investments in Information and Communication Technology (ICT) to facilitate many of our staff working from home or more flexibly. We continued to focus on delivering online training and engagement with the people we support and staff.

During this time, we were acutely aware of the devastating effect the pandemic and subsequent social isolation could have on the mental health of those we support, and we sought ways to mitigate the impact. A suite of online and home-delivered resources were rapidly deployed to engage those we support, helping each person to remain connected to their communities.

The time and energy we invested in implementing our new organisational-wide OneWay operating model in 2019 was rewarded as the new structure provided us with the flexibility and responsiveness we needed during a rapidly unfolding crisis in 2020.

Our initial response was swift, responsible, and effective however we remain vigilant and continue to monitor the situation closely. We know that circumstances can change at any time. We are actively looking for ways to continue to improve our emergency procedures and communications.

Ensuring the safety of the people we support, staff and the wider community will always be at the forefront of how we operate.



# Strategic Priorities

## Our strategic intent

In 2019-2020 we continued to evolve and optimise our services, people, processes, systems and expenditure to ensure we meet our four strategic goals:

1. **Consolidate and grow** our core focus of supporting people with **disability**.
2. **Grow** our share of the **broader disability market**.
3. **Extend** our reach through **strategic partnerships** to provide people we support with access to a broader range of services.
4. **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, Safety, Our People, Operational Excellence and Financial Stability.

## Our priorities

### Customer Connection

Behind every discussion, decision and action, we seek to listen to the needs of the person we support. It is only by doing this, we will genuinely deliver the supports people most need, want and value to be able to live their best life. Furthermore, by leveraging the insights of people we support provide us we will build and maintain a brand that is customer focused, positive, inspirational, and accessible, as well as capable of withstanding significant market change.

### Safety

Provide safe services, operations, facilities and workplaces.

### Our People

Develop staff capability and a workforce strategy to ensure the Endeavour Foundation brand, services and culture are differentiated and sustainable.

## Operational Excellence

Deliver operational excellence by prioritising our core customers and delivering an integrated and consistent end-to-end experience from enquiry to delivery of tailored services.

## Financial Sustainability

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

## Our Strategic Plan

Our mission to partner with people to aspire for more, can only be realised if we have a clear vision of our specific goals and how we aim to achieve them.

Our 2020-2025 Strategic Plan charts the journey ahead and provides a roadmap for us to follow as we transform into a truly customer-led organisation, while sustainably growing our organisation.

By 2025 we intend to be the leading not-for-profit provider of a range of human services in Australia, specialising in the disability sector.

In the next five years, we intend to realise the following three key outcomes:

1. Welcome over 1000 new customers
2. Provide over 150 new specialist disability accommodation (SDA) beds to support independent living
3. Generate over \$82 million in additional revenue.

Our roadmap focuses on three horizons of success:

1. Maintain and protect core business
2. Nurture emerging opportunities
3. Longer term profitable growth.

# 2025 roadmap to success



## HORIZON 1

### Maintain and protect core business: Transform into a truly customer-led organisation

We will continue to sustain integrated services for creating and improving customer engagement, satisfaction and multi-service use. This strategy will include individualised service plans, data analysis and measurement tools, superior service delivery and greater efficiencies in how we operate and invest in the delivery of quality services and safe environments for the people we support.



## HORIZON 2

### Nurture emerging opportunities: Sustainably grow our business

We will develop strategies to better inform decision-making around asset investments, mergers and acquisitions and partnerships with other organisations. We will work to co-locate our Work and Community service sites to create more opportunities and will undertake a full market review of demand for employment services.



## HORIZON 3

### Longer term profitable growth: Become an industry leading NFP in the disability sector

Our Home service model will be developed to respond to changes in the funding environment, optimise margins and support an integrated workforce.

We will broaden our employment support services to offer a full suite of services from training and development in pursuit of sustainable employment opportunities for the people we support.

Our community service offerings will be developed to accommodate and enhance a higher level of specialised support to customers with complex needs. We will also develop a service model review of the Community Solutions Group to maximise efficiency in the delivery of employment services.

## Looking forward

As we look to the future, our five-year strategic plan articulates our focus on developing integrated services and improved customer engagement. We will begin to co-locate Work and Community services to streamline access to a broader range of services for people we support, create operational efficiencies which will include the sharing of maintenance costs and other resources as well as maximise the use of assets.

New accommodation will be built on acquired land, legacy stock will be replaced, and home assets will be upgraded where necessary to ensure 100% compliance.

We will improve the way we engage with our people, further refine our processes and policies and continue implementing our ICT strategic plan including the new Lotteries platform.

An organisation-wide risk framework will be developed, and we will continue to consolidate the relationship between Endeavour Foundation and Community Solutions Group to foster and continue to grow holistic and integrated services for the people we support, families and communities.

## **Strategic focus**

# Customer Connection

## Endeavour Foundation

The COVID-19 pandemic has been a true test of the resilience and robustness of our new OneWay operating model. We are grateful for how well it served the people we support and staff during the public health crisis.

Throughout the pandemic, our focus has been on safeguarding the health and wellbeing of the people we support and our staff. We acted swiftly to implement a range of initiatives designed to keep people we support informed, engaged with their community and physically safe and also to provide mental health support should it be required.

We continue to seek ways to improve the customer experience by investing in new technologies, equipment and property assets, upgrading facilities, and providing new work opportunities through our expanding network of commercial customers.

### **2019 - 2020 highlights**

- Safely and temporarily closed all our Learning and Lifestyle services and most of our Business Solutions sites during the COVID-19 lock-down as a protective measure to keep people safe.
- Maintained connections with customers during the COVID-19 lock-down through the 'Big Box of Fun' and 'Keep in Touch' initiatives.
- Launched the Thrive Online Hub, with tools and resources specially designed for people with disability.
- Won an industry innovation award for our Connect app.
- Completed the Cairns Learning and Lifestyle Centre upgrade.
- Installed 3D printers and robotics in our Learning and Lifestyle services.
- Rolled out Phase 1 of the Property Strategy and Investment Plan.
- Completed a modern purpose-built new home for people we support in Cairns.

- Achieved an 87% overall customer satisfaction score from families and advocates studied in 2020.
- Welcomed five new commercial customers and increased the scope of work with another six.

### **Continuing to help people navigate the NDIS**

Four years into the NDIS, we continue to help people we support, and their families navigate the scheme and ensure they have adequate supports to live their best life.

Our team continues to support people with their NDIS plan reviews and, for those new to the scheme, our Account Managers provide free advice over the phone and at disability expos.

This year, the new role of Relationship Manager was created specifically for NDIS participants seeking supported independent living services.

We continually updated our website with FAQs and blogs on the NDIS, and a series of explainer videos are available on our YouTube channel as well as our website.

With the NDIS now the 'new norm' for the people we support, we remain focused on delivering sustainable and responsive supports as well as focusing on ensuring we have a well-trained and capable workforce now and into the future.

### **Understanding our customers**

#### **Customer Satisfaction Study**

The key objective of the 2020 Customer Satisfaction Study was to gauge the standard of our performance as viewed by families and advocates. We also aimed to better understand the issues that are most important to them so we can develop new service offerings and improve existing service standards.

The independent study was conducted with 573 respondents over the phone during March 2020, just before the COVID-19 lock-down resulting in 27 fewer respondents than last year.

## Key findings

- Overall satisfaction was 87% of respondents
- Families and advocates of supported employees reported the highest level of satisfaction at 89%.
- 87% of families and advocates using Endeavour Foundation as well as a competitor reported a high level of satisfaction with our service. This is a 1% increase on last year's results.

## Framework developed from segmentation research

Last year we also conducted segmentation research to help us better understand our target audiences and what motivates their choices. Five key segments were identified through this project and the findings will assist us in developing future services and communication channels for the people we support, their families and carers:

- **Diligent Drivers** have a very hands-on approach to the care of their loved one. They strive to ensure the life of their person is unencumbered from their disability as much as possible. They conduct their own research and like to stay informed.
- **Hopeful Challengers** focus on the future and hope that their loved one will one day be able to easily access mainstream services and their community. They sometimes lack understanding and mistrust providers.
- **Active Maintainers** have a hands-on approach and focus on maintaining their loved one's everyday needs rather than building for the future. Typically, their loved one still lives at home and accesses Endeavour Foundation for work services and sometimes day services.
- **Pragmatic Followers** are comfortable deferring to others with expertise in the sector and focus on ensuring that the everyday needs of their loved one are met. Priorities are about nurturing their loved one with a safe environment and stable but varied routines.
- **Aspiring Outsourcers** have a relatively hands-off approach towards the care and support of their loved one. They are comfortable deferring to others as they find decision-making both overwhelming and lonely.

## Shining a light on talent

### Battle of the Bands

In August 2019 more than 100 performers across 14 acts descended on The J in Noosa for Endeavour Foundation's annual Sunshine Coast Battle of the Bands. Artists from as far away as Bundaberg and Redcliffe showcased their musical expression through song, dance and performance.

Any acts inclusive of people with disability are eligible to perform in Endeavour Foundation's Battle of the Bands including those from other service providers, community groups, university and TAFE.

Battle of the Bands is designed as a safe space for people to develop communication skills such as reading, writing, signing and speech as well as build the confidence they need to get up on stage and perform to a crowd.

While the 2019 Battle of the Bands events were a great success, the COVID-19 lock-down made it necessary to cancel both the Brisbane and the Sunshine Coast events in 2020. Both events have been rescheduled as online events for 3 December 2020 to coincide with International Day of People with Disability.

### Imagine What's Possible competition

After a very successful start last year, our Imagine What's Possible competition was cancelled in 2019-2020 due to restrictions imposed by the COVID-19 lock-down. The competition is scheduled to restart in the first quarter of 2021, and we are looking forward to making dreams come true once again.

### Cyber Safety for young people with disability

In support of Youth Week in April, we held free workshops on cyber safety in Brisbane. The workshops were designed to teach young people with disability about appropriate online behaviour along with some strategies to help prevent cyber-crime and bullying. More than 100 students and teachers attended over two days making this a very successful event.

## Responding to our community

### Penrith Learning and Lifestyle pilot

Endeavour Foundations' community service in New South Wales for group-based learning and lifestyle activities was only available in one location, at Castle Hill.

Through a new partnership with YMCA, we agreed to expand this community service and pilot offering activities in the western suburbs of Sydney operating from YMCA's existing Penrith facilities.

Sadly, due to COVID-19, this pilot agreement did not go ahead.

# 2019 International Day of People with Disability – Shine Bright

Every year on International Day of People with Disability we celebrate and encourage people with disability to speak out and be heard. In 2019 we asked three people we support; Amanda, Lucas and Jane, to Shine Bright and write a letter to their 10-year-old self, saying everything they thought that a child needs to hear. The letters they wrote were poignant, heart-felt and full of wisdom, imparting sound advice even adults might sometimes need to hear. Following are some short extracts from their letters:

## Amanda

*For Amanda the journey from her 10-year-old self to now has been one of personal growth:*

“There will be a day that you will feel free to live the life you want to, where you won’t have to worry about the haters, because what they have to say won’t matter so much.

You will live independently,

You will have a good circle of friends,

You will have a great job,

You will write a book – it’s not published yet, but you wrote one,

You will fall in love,

You will fall out of love and grow from that,

You will travel the world,

But most importantly, you will learn to love yourself.”

## Jane

*Jane wanted to tell her 10-year-old self not to mind too much about the opinion of others:*

“I believe in you. I believe that you can try. You can do anything if you put your mind to it. Your mum loves you, and her love will get you through a lot of hard times.

People will always treat you differently. Sometimes good and sometimes bad.

People who say you can’t do something, you need to say “excuse me, that is your opinion, not mine, so lay off” that’s what I say, “it’s my disability, not yours, so mind your business.” Then you will go and do amazing things. You can do anything and everything.”

## Lucas

*Lucas let his 10-year-old-self know that there is nothing to fear except fear itself:*

“You knew you were destined to be a star but you were afraid to shine because the fear of others’ opinions was holding you back. I’m happy to let you know that you’ll soon let go of that dread and it’s only a matter of time before everyone knows your name.

Life is a journey and you’re well on your way to being who you want to be, where you want to be and again, I am so proud of you for all that you have done.”



Amanda



Jane



Lucas



As part of Shine Bright we asked Amanda, Jane and Lucas if they would read their letters on camera so others might be encouraged by their beautiful words. They all agreed and a video was made and sent to schools and Endeavour Foundation sites, as well as shared via our website and Facebook page. The video proved very popular and was viewed 68,000 times. Amanda's letter was also published in our Summer 2019 edition of One Endeavour magazine.

## Cairns Learning and Lifestyle service upgrade complete

Our Cairns Learning and Lifestyle (L&L) service underwent a 'ServiceScape' upgrade in September 2019 with the help of grant funding. The renovations have modernised the service environment and increased the usability of facilities including:

- Main kitchen upgrade to facilitate cooking programs.
- Creation of a new family meeting room.
- New furniture, white goods and lockers.
- Exterior painted with new cladding and signage installed.
- New barbeque area, new garden shed and garden improvements.
- Internal painting.

## Robotics and 3D Printers rolled out

As part of the *Wired* program, instigated through our day service redesign, we began installing 3D printers and robotics facilities in all our Learning and Lifestyle services during 2019-2020. By the end of June all services had 3D printers and approximately 75% have social robotics.

The 3D printers have been very popular with the people we support who have enjoyed creating three dimensional objects such as cookie cutters, which have been used in cooking classes, as well as face mask clip adjusters to help tie back masks and simple tools essential for gardening.

In collaboration with researchers from Queensland University of Technology, many of our L&L services now have social robots, designed to interact with people with disability, particularly for those on the autism spectrum to help develop interest and confidence in learning skills.

Interest and enthusiasm is increasing as more services integrate these new technologies into their programs and witness the benefits they provide to the people we support.

## Connect App wins major award

The Connect App was developed to provide employees with a fast and accurate source of reliable information about customers, and to provide families and carers with a high level of visibility and transparency about the activities, life experiences and achievements of their loved ones.

Through the app, staff can now instantly access information about a person's likes and dislikes, profile photo, date of birth, carer contact information and, where appropriate, individual medical support information. Having personalised customer information in each staff member's hand has helped our staff deliver more meaningful supports for our customers.

Families and carers also now have an online communication tool allowing them to share their own personal experiences at home as well as see what their loved one is doing at the L&L service throughout the day. Access is at no cost to families and carers.

As a first-of-its-kind mobile app solution within the disability sector in Australia, we were very pleased our Connect App won the Innovative Technology Across Care (ITAC) award for Meritorious Development in 2020.

## Responding to home needs

### New home builds for the future

Currently, Endeavour Foundation provides accommodation services to approximately 600 customers through 160 locations, of which we own 68% of locations.

As demand for accommodation services increase, we were prompted to develop a three-year Property Strategy and Investment Plan (Land Acquisition and Refurbishments). The new strategy reinforces our commitment to meet the shortage of suitable housing for people with disability in Australia.

Many of our accommodation customers have a longer tenure with us – more than ten years on average - and often access many other Endeavour Foundation services.

People with disability seeking permanent and secure homes often experience difficulty in the open housing market. By owning properties, we can meet this need and guarantee accommodation for people who may otherwise struggle to find a permanent and secure place to call home.

Property ownership allows us to build and refurbish to a standard that meets the exact and sometimes unique requirements of each person we support. We incorporate design provisions into our housing that are above the Specialist Disability Accommodation (SDA) design standard for 'Fully Accessible'. These provisions include Tunstall Assistive Technology which aids independence and customer safety. The equipment includes help/alert buttons installed in each bedroom, bathroom and living space as well as home automation features that can be retrofitted to control air-conditioning, lights, appliances and even window blinds. Phase 1 of the Board-approved Property Strategy was implemented in 2019-2020.

Under Phase 1, we purchased 16 blocks of land throughout Queensland to build 'Fully Accessible' homes for people with disability. The land was purchased after a comprehensive review of our existing portfolio, a complete analysis of market demand, and inclusive of customer input.



## Cooking up a storm in his new home

As you walk up to the front door of Russell Boll's new home in Cairns, don't be surprised if you're treated to the mouth-watering aroma of banana bread or a succulent lamb roast baking in the oven – for Russell is one of Far North Queensland's most passionate cooks.

In November, Russell, along with four other people with disability moved into a brand new home, purpose-built by Endeavour Foundation, in Cairns in far north Queensland.

"I have a very big house with nice people and nice staff and I cook all the food too. I am chef. Every month the lady comes over and teaches me new recipes", Russell said.

While the new home boasts the latest in assistive living technology and is eco-friendly with solar power, skylights, and solar hot water systems, the thing that excites Russell most about his new home is the flash new kitchen!

"My housemates definitely love my cooking. I cook Chinese food and cook a beautiful roast on the weekend. It feels very good to make food for people," Russell said.

The new \$935k development was built to the highest level of the Liveable Housing Australia (LHA) Guidelines – Platinum - and meets all criteria of the NDIS Specialist Disability Accommodation Design Standard for 'Fully Accessible'.

The home has three standard bedrooms for residents and a fourth room to accommodate a support worker, who is available to support the home's residents at any time of the day or night. The home also has a fifth bedroom located in a self-contained 'unit' within the house. This independent living unit has been specifically designed for a resident with a high level of independence who likes their personal space, but also wants the security of being a part of the household. This is the first time Endeavour Foundation has trialled this style of living arrangement.

"I moved into my house last year. It was very good, it's more bigger. I got a bigger room. It's close to the shopping centres, the blue buses, walking distance to everything.

"I got to pick things in the house like the colour of the walls," Russell said.

The home was constructed by Cairns builder Allaro Homes, and wherever possible, locally supplied trades, fixtures and fittings were used throughout.



Proximity to public transport, community services, allied health services, recreational facilities and other Endeavour Foundation services were also criteria when sourcing locations.

In addition to the land purchases, four existing homes in Cannonvale, Rockhampton, Nambour and Bundaberg were significantly refurbished to comply with NDIS SDA design standards and to provide customers with more comfortable, accessible, modern, safe and fit-for-purpose homes.

## Responding to employment needs

Endeavour Foundation continues to be one of the largest employers of people with disability and our focus remains on continuing to maintain and build employment opportunities through a financially sustainable business model. Some of the new initiatives implemented in 2019-2020 include:

- Implementing our new Business Development Key Performance Indicator Framework, allowing for full accountability and transparency on sales, leads, margin and our pipeline.
- Completing a Sales and Production Planning Excellence trial at Geebung. This trial demonstrated real benefits to service delivery and provided guiding principles for operational planning during the COVID-19 lock-down.
- Demonstrating continued value and strategic alignment for our commercial customers, resulting in a 4% increase in our gross margin in the 2019-2020 budget.
- Welcoming five new commercial customers and increasing the scope of work with another six.
- Increasing signed commercial service level agreements (SLA). This growth is attributed primarily to securing SLAs with long term customers who previously did not have a formal agreement.

## COVID-19 response

### Keeping our customers engaged

When many of our services were closed during COVID-19 lock-down, we were concerned about what this would mean for the mental health of those we support, particularly those with pre-existing mental health conditions.

Two resources were designed during this time to lessen the impacts of social isolation and pandemic-related anxiety, providing distraction and helping to keep our customers mentally engaged.

Our Big Box of Fun care packages were delivered to the homes of over 580 of those we support. These boxes were thoughtfully curated to cater to everyone's needs. The boxes contained games,

materials for arts and crafts projects, puzzles, and even a mini start-your-own-garden kit.

Our Thrive online hub provides games, educational content, interesting reads and fun activities that can be done easily in the home. The online hub also hosts three sets of ten 'how-to' videos exploring the world of musical appreciation, arts and crafts and cooking in the kitchen. Although Endeavour Foundation produced these videos and accompanying workbooks specifically for the people we support during COVID-19 lock-down, they are highly engaging and cover a range of interests and can now be used at any time.

### Keeping in touch with customers

Throughout COVID-19 lock-down, a team of Endeavour Foundation employees had responsibility for keeping in touch with the people we support to ensure their needs were being met, that they felt safe and supported, and to provide a sympathetic ear if they felt the need to talk.

The COVID-19 lock-down, especially in its initial stages, was a time of unease and anxiety for many people. For people with pre-existing mental health challenges, the effects were compounded so the priority was to ensure that the people we supported maintained good health, not just physically, but also mentally and emotionally during the lock down.

### Temporary service closures

Out of concern for the health and wellbeing of the people we support, staff and volunteers, and in line with government advice, we closed all Community services during COVID-19 lock-down in the last quarter of the 2019-2020 financial year. We also suspended all services and closed all Endeavour Foundation Business Solutions sites, aside from seven deemed to be 'essential services'. These seven Business Solutions sites remained open but were operated under strict social-distancing and COVID-safe procedures, including regular temperature testing of employees.

### Safeguarding jobs for supported employees

We worked closely with our strategic commercial customers across Business Solutions sites in Maroochydore, Wacol, Redcliffe, Innisfail, Mt Druitt, Seven Hills, Keon Park and Oakleigh to maintain critical supply chain output while supported employees were stood down during the COVID-19 lock-down. This involved arranging temporary price increases to mitigate the additional cost burden of continuation of services with a contract labour force. These steps have ensured that, with recommencement of supported employment at the end of the lock-down, there was enough commercial work to keep all our people gainfully employed.



## Never give up on your goals

After eight years diligently working towards getting his Medium Rigid (MR) truck licence, there's one piece of advice David Verrall has for other supported employees trying to fulfil a seemingly impossible dream:

"Never give up on your goals," David says with conviction, "Have persistence like me and allow the [Endeavour Foundation] staff to help you with your goals."

Above all things, David prizes his independence and with his MR licence now pride of place in his wallet, he can now take ownership of his working day and his new responsibilities.

Shelley Gowley, Production Manager for Endeavour Foundation Business Solutions Townsville, said the team couldn't be happier for David, "He'll now be more independent; driving hundreds of kilometres around north Queensland to deliver our industrial cleaning cloth and no doubt smiling from ear to ear."

Shelley said David accrued the necessary number of practical hours behind the wheel over seven months, under the guidance of Endeavour Foundation supervisors, and she can personally vouch for what a safe and responsible driver he is.

"I have loved that David has always been persistent in getting behind the wheel and wanting to get lots of experience to help with his confidence and his driving test," Shelley said, "David was determined to get his MR license and over his eight year journey, he never gave up."

"We are so proud of him – he is an inspiration."

"It is the best feeling to achieve this goal," Mr Verrall said. "I want to thank my manager, Shelley, and the other staff at Endeavour Foundation in Townsville for believing in me and giving me encouragement, support and guidance."

## Disability Royal Commission

Endeavour Foundation continues to support the work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability welcoming the platform it has provided for people with disability to be heard.

During 2019-20, Endeavour Foundation worked to actively promote and engage the people we support, their support networks, our staff, and other key stakeholders in the important work of the Royal Commission as it examines a range of issues to provide the government with recommendations to improve the lives of people with disability.

Meaningful engagement included producing three videos about the Royal Commission, by people with disability and for people with disability. We also produced easy read materials, in consultation with our customer communication reference group, and continued to provide regular updates about the commission via our internal and external channels.

We continued to encourage people to connect with the Royal Commission by regularly informing stakeholders when accessible materials were available; issues papers were released; public hearings dates and themes were announced, and when legal, advocacy and counselling supports were updated.

In February, at the fourth public hearing investigating the experiences of people with cognitive disability within the health care system, we welcomed the evidence of Professor Nicholas Lennox, from James Cook University where he shared his research on the Comprehensive Health Assessment Program (CHAP) funded by Endeavour Foundation. CHAP is an intervention to improve the health of people with disability by facilitating better communication and understanding between medical practitioners and patients with disability.

In response to the COVID-19 pandemic, the Royal Commission suspended public activities including previously scheduled public hearings, community meetings and private sessions. However, people were strongly encouraged to continue to tell the commission about their experiences by phone, in writing or by making an audio or video recording.

## Advocacy

Advocacy continues to be an important focus for Endeavour Foundation, and the unexpected challenges of COVID-19 have underlined the importance of long-term relationships in making effective advocacy possible.

### NDIS funding model

In 2019 our advocacy program was focused on the NDIS funding model for Supported Independent Living and Supported Employment, and concerns that new funding must be adequate to provide quality individualised supports. After many months working closely with the Department of Social Services, National Disability Insurance Agency (NDIA), other Australian Disability Enterprises (ADEs) and our peak body, we are optimistic about the result for supported employment. We expect to see people receiving more individualised and flexible employment supports, now known as Supports in Employment. We believe quality will also increase throughout the sector as a result.

### Fair Work Commission

We also continued to engage with the Fair Work Commission (FWC) hearings on the Supported Employment Services Award wage assessment tools for supported employees. The FWC has handed down a decision and proposed a wage assessment trial to finalise this. While the wage assessment trial has been delayed by COVID-19 closures, there has also been new legal action to challenge the findings of the FWC. Despite delays and difficulties, Endeavour Foundation remains involved because of feedback from supported employees and families that supported employment offers them positive connections, improved wellbeing, skills development and confidence.

We have worked hard to ensure that wherever we are operating ADEs, local Federal MPs and relevant Government Ministers are aware of the funding changes and wage challenges they face.

### Taxi Subsidy Scheme

Endeavour Foundation commended the Queensland Government's extension of the Queensland's Taxi Subsidy Scheme (TSS) until the end of October 2021. However, we remain committed to advocating for longer-term security of decisions and improvements of accessible and affordable transport options for people with disability.

## COVID-19 response

During the early months of the COVID-19 pandemic we engaged heavily with the federal government to understand the implications of JobKeeper payments for supported employees, who are also recipients of the Disability Support Pension. While this was difficult and time consuming, we felt it was important for the government to be reminded of the impact on people with disability when information is not provided in accessible formats and in a timely fashion. We hope that through consistent advocacy for Easy Read information, government agencies will adopt this as normal practice in communications targeting people living with disability.

We also continue to work with a range of State and Commonwealth Ministers and agencies around health and justice issues affecting people living with disability, under pandemic conditions. These include ready access to Personal Protective Equipment for people we support and staff and raising awareness of how lockdowns can impact on people with disability with a preference for routine.

Thank you to the people with disability and family members who share their concerns and experiences with us, which guide us in the advocacy work we do.

## Strategic focus

# Customer Connection Community Solutions Group

Our customers continued to be at the heart of everything we do at Community Solutions Group in 2019-2020. We launched new initiatives to improve customer experience in regional areas and streamlined internal processes to enhance customer engagement and drive continued growth for our business.

The COVID-19 pandemic presented us with an unprecedented range of challenges. We were compelled to quickly innovate digital solutions to support a surge in job seekers in both our jobactive and Transition to Work divisions. In addition, we successfully transitioned to online training due to health restrictions and delivered foundational training for supported employees using a fully remote delivery model.

### 2019 - 2020 highlights

- Collaborated with CoAct to develop a digital platform capable of managing a rapid increase of new job seekers at the start of the COVID-19 pandemic.
- Assisted approximately 12,000 job seekers from March to June 2020 through our employment services.
- Implemented a new Employment Services Regional Management Structure.
- Launched Regional Advantage campaign.
- Successful transition to online training during COVID-19 lock-down.
- A quicker response time achieved with all new customers now contacted within 48 hours and receiving paperwork within three days.
- Secured open employment for four Australian Disability Employment (ADE) customers.
- Implemented Outbound Strategy.
- Launched 'Ask Nicely' customer feedback online platform.

### Adapt and overcome: COVID-19 and our digital solution

Thousands of Australians temporarily or permanently lost their jobs as a result of the COVID-19 pandemic and subsequent lock-down. The adaptability of the Employment Services team was tested when it was faced with processing and supporting large volumes of new job seekers in a very short period of time.

With a significant increase of caseload, #teampossible shone through all teams, and team members were quick to adapt to alternative service delivery models which required implementation within a very short space of time. All team members performed their duties outside their daily 'norm'; servicing some highly disadvantaged job seekers but never losing their sense of compassion for each job seeker and their unique individual needs.

In partnership with CoAct, we developed a digital front door to manage the spike in new jobactive job seekers while also providing a new way to service newly unemployed job seekers whose support requirements presented additional challenges. This new digital platform was mobilised in just six weeks.

In a short period of time from March to June 2020, the employment teams were able to provide a comprehensive service to approximately 12,000 job seekers – over 50% of these job seekers were new to the unemployment space.

Overall, we recorded a 52% caseload increase for jobactive and a 7% caseload increase for Disability Employment Services. These increases also translated into caseload growth for the Transition to Work team.

Looking to the future, the new digital portal will deliver the following benefits:

- Greater capability, adaptability and flexibility to effectively service a large caseload of remote customers.
- Improved facilitation for upskilling and job-hunting skill development.

- Easily accessible critical information and content to help customers navigate and adjust to unemployment and understand the job market.
- Ease of registration.
- Provide greater connections to communities.

## Improving our customer strategy

### Outbound strategy

In 2019-2020 we evolved our inbound customer strategy to incorporate an outbound strategy. This has seen our team members undertake further training and become proactive in their engagement with job seekers, rather than simply reacting to incoming enquiries. The new strategy sees our team engaging in employer and customer lead management. This strategy aims to increase our engagement and contact points with job seekers and potentially grow our caseload.

### Ask Nicely

During 2019-2020 we launched 'Ask Nicely', a national initiative of the CoAct network of service providers designed to track and monitor customer satisfaction with our service. The platform gathers and shares feedback, measures satisfaction rates and benchmarks our performance against other service providers. We envisage this new platform will help us in the future to evaluate our performance better and identify areas for improvement.

## Renewed focus on regional areas

In December 2019, we implemented our Employment Services Regional Management Structure, designed to enhance connectivity locally with our customers and employers. The new structure recognises that different regions have distinctly different economies and labour markets and require specific market strategies.

### Launch of Regional Advantage

December also saw the launch of the Regional Advantage project via three regional launch events. In each region – Fraser Coast, Rockhampton and Mackay – the events had good attendance from key stakeholders and created an exciting 'start' to the project.

With the onset of the COVID-19 pandemic we were unfortunately forced to cancel the second round of events planned for regional areas. In place of these events, we hosted a webinar which included employers and stakeholders from all three project locations. Our guest speaker, from the Department of Education, Skills and Employment, spoke about the impact of COVID-19 on businesses and specifically on employment opportunities for people with disability – a topic of interest to all our guests.

With restrictions lifting, live events are planned to return in the latter half of 2020 and early 2021.

We also produced five videos showcasing the stories of people with disability and their employers and the positive outcomes gained for both the individual, business and the workplace. The videos are a resource not only to promote the Regional Advantage project but can also be used across the organisation to promote awareness about the benefits of employing people with disability.

### Building regional relationships

Valuable relationships have been established with Rockhampton business, Coco Brew, a café by day and restaurant by night. Coco Brew hosted a number of Regional Advantage events and also employed a person with disability with support from Community Solutions Disability Employment Service. Management at Coco Brew have become keen advocates for the project and the employment of people with disability.

### Foundation training for supported employees

During 2019-2020, 29 supported employees from Endeavour Foundation Business Solutions in Victoria successfully completed nationally recognised qualifications in Certificate I in Work Education, Certificate II in Work Education and Certificate I in Transitional Education. As well as increasing their knowledge, skills and future employment prospects, our graduating students also benefited from a noticeable boost in confidence and sense of pride in their own accomplishments. Many of those who successfully graduated their course now have a new set of goals and aspirations, and are currently studying for a higher-level qualification, the Certificate II in Work Education.

We are now actively contextualising the learning materials of these nationally recognised qualifications to better link with the specific work environment in an Australian Disability Enterprise (ADE).

### Training in lock-down

To continue delivery of training under COVID-19 lock-down it was necessary to adapt all training to a fully remote delivery model. This presented a number of challenges given the varied ways some of our supported employees learn. Our trainers worked hard, thinking outside the box to adapt learning materials to suit both the online and remote environment as well as the learning styles and learning challenges of each individual student. Our trainers also had to consider the different devices and levels of technology available in each supported employee's home and were ably assisted in this area by the Information and Communication Technology team.

Overall, family members and carers of our supported employees were supportive of the adaptations made by the trainers to provide service continuity during this time.

We anticipated some students withdrawing from training during this time. However, we were pleased to find that almost all students continued their learning. The outcome was that supported employees remained engaged by the organisation, felt supported, maintained relationships, continued their learning journey and also acquired new technology skills.

### **Helping our customers navigate NDIS**

During 2019-2020 our Specialist NDIS team successfully completed an audit for re-registration as a provider. This was a significant piece of work for a team that is all customer-facing. The auditors made mention of how well the organisation was performing; an encouraging acknowledgement of the diligence with which the NDIS Practice Standards have been applied across the team.

### **Improved response time**

With a focus on customer experience, our support team members now ensure every new customer is contacted within 48 hours and receives their onboarding paperwork within three business days. This target has been consistently achieved throughout 2019-2020 and has been a key component of our customer experience strategy.

We also introduced a process to actively track each customer's level of NDIS plan utilisation. In Support Coordination, we aim to ensure customers get the most from their funded hours and achieve their agreed goals. Through Behaviour Support, we aim to support families and carers to better understand and manage behaviours of concern and to reduce the need for restrictive interventions. By actively tracking plan utilisation the Specialist NDIS team has been able to ensure that customers are comprehensively supported without a surplus or deficit of funded hours.

### **Collaboration achieves great outcome for customers**

During 2019-2020 Endeavour Foundation and Community Solutions worked in close collaboration to successfully secure open employment for four of Endeavour's Australian Disability Employment (ADE) customers.

In September 2019, two customers transitioned from supported employment to open employment with Endeavour Foundation at the Cannon Hill Support Centre. Both are on track to reach their 12-month milestone supported by Community Solutions' Disability Employment Services (DES). Both employees will continue to receive ongoing support with Community Solutions for as long as required to ensure their continued success.

As a long-term Endeavour Foundation employee working both in an ADE and the Support Centre, Alex Baker joined Community Solutions as one of our very first Work Assist participants. When transitioning into a new exciting role in the marketing team, Alex was able to access additional support through the Community Solutions DES program to help him settle into his new role. We were then very pleased to be able to exit Alex as an independent worker from the DES program after 26 weeks in October 2019. Alex continues to do a great job at Endeavour Foundation.

In February 2020 Community Solutions and Endeavour again explored a new opportunity for an ADE customer to join the Information and Communication Technology team at Cannon Hill. The COVID-19 lock-down meant the customer's transition was postponed until August 2020. While this is outside the reporting period, we are pleased to report that the new employee is thriving in her new role and exceeding both our and her expectations.

# Jane shows the world what's possible



Jane Hopkins' story is a perfect example of what can be achieved when you imagine the possibilities.

Jane, a former ADE participant, registered with Community Solutions in September and before long was offered a role with Endeavour Foundation at their Cannon Hill Support Centre as Administration Assistant.

Jane now works three days a week with the Sales and Marketing (Lotteries) team in the Contact Centre and has quickly mastered the computer

and administration skills needed to do the job. As one of Jane's support workers put it, "Jane has smashed it!"

Jane is a valued member of her team and is on track to exit from Community Solutions and become an Independent Worker. It's a fantastic outcome and testament to the great work of the Community Solutions team, her supportive colleagues at Endeavour Foundation and Jane's own determination to succeed.



# Strategic focus

## Safety

Our swift and effective emergency response to the COVID-19 pandemic demonstrated the rigour of our commitment to the health and safety of our people.

Before and during the pandemic, we continued to focus on improving the way we safeguard and monitor safety through our policies and processes including teams dedicated to customer safety and harm prevention and the establishment and coordination of a new reporting mechanism.

### 2019 - 2020 highlights

- Rapid mobilisation of an Emergency Management Committee and Forward Command Centre to manage our response to the COVID-19 pandemic.
- Establishment of a Quality Practice Improvement team to ensure continual improvement in service delivery and optimal safety for the people we support.
- Implementation of incident management best practices lead by our Customer Safeguarding team, independent of service delivery.
- Reduction in injury frequency rate.
- Mandatory NDIS Worker Orientation and new Code of Conduct training for employees.
- Development of a comprehensive risk management framework and integrated risk management system by close collaboration between the Work Health and Safety (WHS) and Enterprise Risk teams.
- A COVID-19 Emergency Response Plan approved by the committee and reviewed on a weekly, sometimes daily basis, in the first three months as information became available and government directives changed.
- A dedicated free to use, 24/7 COVID-19 helpline promoted to people we support, their support network, staff, volunteers and contractors to call for advice. At the end of June over 1600 calls were triaged and approximately 80% of calls referred for testing.
- Temporarily suspending employment and day services, except for seven Business Solutions sites which remained open for critical commercial customers.
- Temporarily closing all retail outlets and the Lottery prize home to the public.
- Producing and widely distributing accessible information sheets, 'how-to' guides, safety alerts and FAQs as well as regular 'Toolbox Talks' to ensure all people understood their responsibilities and mandatory health and safety directives.
- Additional personal protective equipment (PPE) supplies, soap and hand sanitiser made readily available for people we support and staff.
- Screening tools and temperature testing implemented across services.

### COVID-19 response

At the onset of the COVID-19 pandemic, the Emergency Management Committee was actively engaged to oversee our response to the public health crisis.

Our response included:

- The establishment of a Forward Command Centre operated by three members of staff dedicated solely to our emergency response.

At 30 June 2020, employment and day services, retail stores and the Lottery prize home remained closed, however by the end of July 2020 we commenced operating under government approved COVID-safe plans.

### Quality Practice Improvement team

During 2019-2020, we established the Quality Practice Improvement (QPI) team to strengthen our person-centred approach to service delivery.



## Bowden's Own helps keep our supported employees safer

During the early stages of the COVID-19 pandemic, we were constantly blown away by the kindness and generosity shown by others to our supported employees.

Like many business managers around the country, our site manager at Business Solutions Maroochydore was concerned about the nationwide shortages of hand sanitiser and the potential impact it could have on workplace health and safety. So, when the warehouse manager of one of our commercial customers, Bowden's Own Car Care Products, asked if there was anything he could do to help our supported employees during the pandemic, our Maroochydore site manager didn't hesitate with his answer.

The chemists at Bowden's Own usually work on perfecting their range of premium car care products, however, when asked to change tack and produce hand sanitiser, they rose to the occasion. It wasn't long before the supported employees at our Maroochydore site had received a fresh new batch of hand sanitiser delivered personally by company founder, Dan Bowden.

Bowden's Own chemists had even taken the time to add watermelon scent!

A wonderful act of generosity during a challenging time – thank you Bowden's Own!

Practice improvement efforts reinforce our governance protocols and surveillance programs to assure the people we support, their support networks as well as the NDIS Commission, that we are genuinely committed to human rights, harm prevention, customer inclusion and choice and control.

As of 30 June 2020, the QPI team had conducted Practice Health Checks on 85% of services.

## Incident management

During 2019-2020 processes were developed to meet the new regulatory requirements of the NDIS Commission for safeguarding the people we support. For example, the Board Customer Safeguarding Committee establishing a Customer Safety Quality Assurance Group, to scrutinise the quality of management of specific incidents and monitor our processes.

As part of continual improvement, during 2019-2020 we expanded our abuse, neglect and exploitation (ANE) reporting requirements to include incidences of violence not only relating to staff, but incidents that also occur between the people we support in the home, at work and in our community services.

In response to the introduction of Restrictive Practices and Behaviour Support Rules 2018 under the NDIS, we:

- Conducted an organisation-wide review of the use of restrictive practices and centralised the registering and reporting its use.
- Completed a review of those we support subject to the locking of gates, doors or windows.
- Completed a medication audit including investigating the potential use of chemical restraints.

## Workplace safety

The 2019-20 financial year has seen the Workplace Health and Safety team continue to work closely with the Enterprise Risk team to develop a comprehensive risk management framework encompassing emergency response and business continuity.

During the framework development we identified areas where insurance-related costs could, and have been, reduced. The framework also has a focus on improving risk-culture across the organisation and we continue to review our organisation's risk profile to seek other areas for efficiencies and improvements.

The need to improve Endeavour Foundation's resilience was identified at the onset of the COVID-19 pandemic and lock-down. One of our key responses was to build a Strategic Response Team, evolving from the Forward Command Centre team set up

at the beginning of the pandemic. The Strategic Response Team draws on experienced staff from both the Enterprise Risk teams and Workplace Health and Safety teams. This new full-time team is dedicated to formulating Endeavour Foundation's pandemic response and continuity plans.

Planning is now well underway for an Integrated Risk Management System that will encompass an organisation-wide integrated system for managing risk.

## Mandatory training

To maintain a high level of understanding and knowledge of our safeguarding responsibilities, in 2019-2020, we rolled out two compulsory training modules.

- NDIS Worker Orientation module, Quality, Safety and You, designed in consultation with people with disability by the NDIS Quality and Safeguards Commission (NDIS Commission) which was completed by 92.2% of employees as of 30 June 2020.
- Our updated Code of Conduct, to align with the requirements of the NDIS Commission to promote safe and ethical service delivery, which was completed by 92.5% of employees as of 30 June 2020. A similar training package was designed and later rolled out to supported employees, and as of 30 June 2020, 68% of supported employees had completed the training.

# Strategic focus

## Our People

We commenced the 2019-20 year finalising the rollout of our OneWay operating model and commencing a range of new initiatives aimed at improving employee engagement.

When the COVID-19 pandemic occurred, we quickly changed tack to focus first and foremost on the health, safety and well-being of our people.

Amid the COVID-19 uncertainty for the people we support and our staff we were able to successfully manage the many challenges because of the flexibility and responsiveness of our new operating model. This new model made us better connected as an organisation to the nature of our work and more resilient in challenging and unprecedented times.

### 2019 - 2020 highlights

- Successful implementation of the OneWay operating model across the organisation.
- Rapid mobilisation of newly created teams, systems and processes in response to the COVID-19 pandemic.
- Significant Information and Communication Technology (ICT) support for a large contingent of staff working remotely during COVID-19 lockdown.
- New leadership roles created in Finance, ICT, People and Training.
- 105 new Home Site Supervisors recruited.
- Significant investment in digital technology to improve communication and information sharing between employees and workplaces nationwide.
- New award-winning Learning Management System implemented well ahead of schedule.

### Employee Engagement survey

In our 2019-2020 employee engagement survey, 79% of our workforce indicated they were satisfied with the way the organisation engaged with employees. The survey drilled down into many aspects of working life, seeking areas where improvements could be made in the way we lead, resource, inform, respond and collaborate with our workforce. The feedback we received provided insights and informed several projects to improve the employee experience at Endeavour Foundation:

#### Leadership

- Created new leadership roles including Finance and ICT Executives and Head of People Experience.
- Developed leader guides to model leader behaviour.
- Invested in leader professional development to support growth and stability.

#### Communication and collaboration

- Improving internal communications with an increased focus on internal channels including the intranet, Endeavour Updates and CEO Updates.
- Continuing Frontline Forums to connect staff at all levels.
- Launching ICT projects to ensure staff remain digitally connected across the country.

#### Learning

- Reintroduced CEO Bursary program.
- Recruited a Practice Education Manager to focus on employee training.
- Rolled out an e-learning module library of easily accessible learning content.

#### Resources and information

- Improved the functionality of business support tools and databases.

- Launched the ICT Connectivity Project to allow staff easier access to information technology.
- Developed an organisation-wide ICT strategy.
- Started a Desktop Refresh project to replace laptops older than four years.
- Commenced various ICT projects to update telephone functionality and network connectivity.

## Service Delivery redesign

One of the key drivers for developing the OneWay operating model was the understanding that to improve the experience of those we support, our frontline staff needed greater support. After an extensive organisation-wide review we identified that the best way to support frontline staff was to restructure the way the organisation operated at a leadership level and to introduce more customer-facing roles.

With significant impact to a number of employee's roles we focused during the redesign period on working towards promoting or re-deploying existing employees into newly created positions and offered training, in many instances, to make transfers to different positions possible.

We recruited over 100 Home Site Supervisors and ensured all received leadership inductions. A new Code of Conduct, framed around NDIS requirements, was developed and rolled out to all non-supported employees. Worker Screening continued and by 30 June 2020 100% of employees had been screened.

## Superannuation fee offset

During 2019-2020 our corporate partnership team secured an agreement with Aon to offset superannuation fees for all our supported employees. By offsetting these fees, our supported employees will benefit from a greater balance in their superannuation fund upon retirement.

## CEO Bursary

In response to feedback from the Employee Engagement Survey, in 2019-2020 we re-introduced the CEO Bursary program.

The Bursary offers a limited number of scholarships, up to a total value of \$50,000 for the year, to assist with the payment of fees for development courses for employees.



## Brandon excels in open employment

Picking up the phone to hear someone say "you've got the job", is a wonderful feeling and a huge boost to someone's confidence – and it was no different when Brandon Cheng received that life-changing call in September.

Brandon had been working as a line assistant at Endeavour Foundation Business Solutions Wacol when he was encouraged to apply for a position as a part-time payroll administration assistant at Endeavour Foundation's Cannon Hill Support Centre.

"I was on the bus when I got the call from Lawrence and Kirsty telling me that I got the job," Brandon said, "I was so happy, I wanted to tell everyone on the bus! That call really made my day! It was the best call."

Community Solutions Group's Performance and Partnership Leader, David Zemp, said Brandon's transition to open employment had been a great success.

"Brandon has quickly become a valuable member of the Cannon Hill team," David said, "His energy and enthusiasm is inspiring and he has been a great help to his colleagues in payroll."

Brandon is enjoying his new role and loves the feeling of being an important part of a supportive team.

"The best thing about working at Endeavour Foundation is the people. The supported employees and the staff at Wacol brighten up my day. On my first day working at the Support Centre, I felt so welcomed by everyone, they brightened up my day. It was like when I first started at Wacol I was welcomed by everyone. Aleeta, my manager, calls me her champion! It makes my day."



# Lights, camera, action!

When Support Worker Jill recognised a keen interest in filmmaking, along with some hidden creative talents in the people who attend the Lawnton Learning and Lifestyle, she set about making Hollywood dreams come true.

"The thing that surprised me most...is the diversity of everyone here. James is great with music, Sam loves directing and story development and John Micheal is a talented actor," Jill said.

Armed with little more than a smartphone, a few props, and enough enthusiasm among her film crew to fill the Hollywood Bowl, Jill set about establishing a drama and creative arts group with the service's first ever film production as their premier project.

The crew's co-director and head scriptwriter, Sam, is a self-proclaimed 'King of all Spy Films'. For him, being part of the crew means realising a life-long dream.

"From the first time I saw a movie, I wanted to make one myself," Sam said.

One of the first challenges the crew faced was negotiating varying degrees of ability among team members. Sam rose to the challenge, developing an ingenious way to make the filmmaking process more accessible to everyone involved.

Sam's scripts and storyboards were written and drawn on giant pieces of paper that are strewn around the room, serving as a visual reference point.

'Most of the group can't actually read, so I do my scripts in pictures so they can know what's going on – I do my best to keep things totally perfect' Sam said.

Through the filmmaking process team members have been learning life skills such as verbal and non-verbal communication, teamwork, applied audio visual technology and abstract thinking.

"We sit down together and work out the programs as a team," Jill said, "It's been a lot of fun for them and it's been a lot of fun for me too."

## #teampossible recognition and reward program

Endeavour Foundation's #teampossible recognition and reward program is an important part of our approach to recognising, valuing and celebrating the contribution of our people. As #teampossible, we are all responsible for contributing to a culture that recognises and rewards our colleagues' achievements and positive behaviours. The program applies to all employees including permanent, fixed term and casual staff, supported employees and volunteers.

The Making Possibilities a Reality Reward is designed to encourage a greater connection with our purpose of ensuring those we support are at the heart of everything we do. Our Executive Leadership team selects one recipient per quarter from the nominations received.

During the COVID-19 lock-down, restrictions were placed on large gatherings so quarterly ceremonies for January to June 2020 were held virtually.

Making possibilities a reality award recipients:

### July to September 2019

Sally Gerrie, Support Worker from Hervey Bay.

### October to December 2019

Ricki Conn, Support Worker with the Cannonvale Learning and Lifestyle.

### January to June 2020

Karl Granzien, Support Worker at the Caboolture Learning and Lifestyle service and Michael Kennedy, Support Worker from Home services in Caboolture.

## Leave entitlements

Personal leave balances could be used to cover sick leave or carer's leave when absences were related to COVID-19. Employees, including casuals in most cases, could also access an additional ten days negative annual leave when other entitlements were exhausted. Additional financial hardship support of up to ten days paid leave was also made available.

## Remote working mobilisation

We provided guides and manuals to staff to support them as they navigated working from home. Managers were also provided with a 'how-to' manual to help them lead their teams remotely.

Our ICT team provided support for staff to securely work from home using an Endeavour Foundation laptop or their home computer. A phone help desk was also available for technical issues.

Staff were also supported to purchase ICT resources to improve their safety and productivity when working from home.

In addition, the WHS team organised for the delivery of office chairs to the homes of each staff member working remotely.

## Staff impacts in response to COVID-19

Eligible staff were requested to apply for the Federal Government's JobKeeper program in April. We were then faced with the unusual task of standing down 2500 staff and supported employees and then re-engaging those same people once services re-opened some months later.

Staff, whose jobs remained viable, were offered the option of moving to a temporary part-time arrangement with flexible hours to suit their personal and family situation.

## Keeping in touch with staff

A team was established to stay in touch with all staff working remotely. The team regularly contacted staff to ensure they felt supported, to keep them updated, provide answers to questions and ensure they remained engaged in the business.

# #teampossible

- the proof is in the pudding



Support worker Tabatha McClymont saw no reason why being unable to read a recipe in a cookbook should prevent people from learning to cook - a significant rite of passage on the road to independence. All she could taste were the possibilities.

Tabitha, a former restaurant chef, set about making a step-by-step recipe picture book to help her cooking students at Endeavour Foundation's Bokarina Learning and Lifestyle remember how to make their favourite dishes. The picture books are now a focal point for her popular cooking classes.

"People choose the food that they would like to eat, and we update the book as we go so the goal is for people to be able to cook the meals at home using this accessible resource," Tabatha said.

"When I finished cooking and went in to support work, it was a little dream that one day I could teach people with disability how to cook and now I'm doing it."

Tabatha is fulfilling that dream, thanks in large part to a \$21,624 kitchen upgrade at the service located at Kawana Waters on the Sunshine Coast. The upgrade was made possible by a significant contribution from the Queensland Gambling Community Benefits Fund. The new facilities mean cooking classes can now be conducted onsite, without the need to travel to a different location with a suitable kitchen. Tabatha runs three classes per week and is planning more to cater for the soaring demand.

For Tabatha, she's not just teaching her students a fun pastime; she's also equipping them with vital skills in independent living and a way to manage their health.

"One of the barriers to a healthy diet for people with disability is having the skills, knowledge and confidence to shop for, and prepare healthy meals," Ms McClymont said.

One of Tabatha's most enthusiastic students, Eden Portelli, said he was having a great time while learning new skills.

"My friends in the cooking group think I'm legendary and doing good with cracking eggs and doing good with putting food in the oven - extremely careful with the oven," Eden said.

Another student, Jennifer Hounsome said she was enjoying making the crowd-pleasing classics.

"It's good," Ms Hounsome said, "I like making Quiche Lorraine and [for dessert] ice cream and strawberries."





## Strategic focus

# Operational Excellence

Our OneWay operating model, developed through the Service Delivery redesign, was rolled out in 2019-2020 with minimal disruption to day-to-day operations or customer service. The new operating model has helped the organisation become more customer-focused by being flexible and responsive to the needs of the people we support and by having the resilience to deal with challenging and unprecedented events.

Further improvements to operational excellence were realised through the establishment of dedicated teams in customer service areas and a renewed focus on planning and business operations.

### 2019 - 2020 highlights

- Successful roll out of the OneWay operating model.
- Quality Practice and Improvement team established.
- Complex Support Hub launched supporting staff and families manage complex behaviours.
- Increased focus on Finance, Information and Communication Technology (ICT) as well as Strategy and Planning divisions.
- New 3-year ICT Strategic Plan approved.

### Service Delivery redesign

Our original geographic-operating model served the organisation well during our transitions to the NDIS however we saw an opportunity to reimagine a model that would better respond to the way people we support wanted to access our services.

This consideration resulted in the design and successful implementation of the OneWay operating model, grouping services into three core portfolios:

- Home
- Community
- Work.

This model allows us to support cross-portfolio collaboration across each local area, under an organisational structure that has a more streamlined management layer and a greater focus on operational efficiencies, staff engagement and superior customer experiences.

Over 100 new Home Site Supervisor positions were created under the OneWay model. Supporting local teams, these new positions have a dual leadership and hands-on customer service delivery role. Our Home Site Supervisors received training to help better equip them in their new roles as dedicated service-focused leaders, leading by example and making it easier for others to follow in the level of quality care people we support can expect from us.

Two new teams, Quality and Practice Improvement and Project Delivery, were established to maintain and enhance our NDIS best practice standards by:

- continually seeking areas for operational improvement;
- delivering new multi-region and cross-portfolio initiatives; and
- ensuring the organisation is consistently delivering better customer service outcomes.

During 2019-2020 we established a Complex Support Hub, designed to provide multifaceted support for customers' complex behaviour needs. Through this hub, our experienced and highly qualified team works closely with frontline leaders to bring about improvements aimed at enriching the quality of life of the person we support.

Support of the OneWay operating model has been strong from the people we support, their families and carers particularly due to the increased local leadership focus and external stakeholders report high levels of satisfaction with the improvements made.

The transition to the new OneWay operating model has been widely regarded as a significant success for Endeavour Foundation, with the transition

implemented on time and with minimal disruption, despite the magnitude of change. The business is now well positioned to respond appropriately to ongoing external pressures and sector changes, evidenced by our successful COVID-19 response.

### Finance, ICT and Strategy and Planning

Finance, ICT and Strategy and Planning now enjoy more prominent positions in Endeavour Foundation's organisational structure and each department is now lead by a dedicated Executive General Manager. This increased focus is designed to raise the executive leadership profile for each of these critical corporate services, and in parallel to creating the Board-level ICT sub-committee, allow greater consideration from these key functions in executive decision-making.

### Technology

2019-2020 saw the establishment of a new Board ICT sub-committee responsible for oversight of ICT

strategy, policy and risk. A new 3-year ICT Strategic Plan was developed and approved by the Board in May 2020 and our new Executive General Manager commenced in his role as part of the Executive Leadership Team – a recognition of our focus on improving outcomes for staff and the people we support through the effective delivery and operation of ICT solutions.

Under the Strategic Plan we began a broad refresh program to replace outdated, insecure and unreliable hardware across all locations. We also consolidated and upgraded critical infrastructure including network connectivity across all sites.

Our ICT teams supported telephone services, secure remote access and a 'digital ways of working' program to facilitate a remote workforce during COVID-19 lockdowns. We mobilised swiftly to provide over 120 smartphones to enable customers in our Home portfolio to stay in touch with family and friends while COVID-19 restrictions were in place.

## Celebrating 50 years in Nambour



In 1969, after being denied access to the local state-run school, a group of dedicated parents and their supporters started the 'Sylvania' school in Nambour to provide children with disability with a place to learn, experience new things and make friends.

Fast forward half a century and the school, now Endeavour Foundation's Nambour Learning and Lifestyle is still going strong, celebrating its 50th anniversary in December 2019. What started as a small school run through the generosity of the community, is now a thriving post-school focussed service, boasting virtual reality technology, 3D printers and a range of skill development and lifestyle enhancement classes.

CEO Andrew Donne said while new technologies have changed how and what they teach at the service since it first opened, some things still remain the same.

"We've come a long way in 50 years but our focus has remained constant; our mission is to imagine what's possible for people with disability and partner with them to achieve it."

Local Brian Williams has seen first-hand what the L&L means for people with disability, having been a participant for 42 years.

"At Nambour L&L we get to go out and do lots of things in the community," Mr Williams said.

"At men's shed [staff help me] to build things and take us out in the bus."

Andrew Donne said the school's founders were true pioneers in the disability sector.

"During the 1950s and 60s, classrooms were packed due to the post-war baby boom. The government of the time denied children with intellectual disability access to state school education."

"As a result, some truly inspirational parents took the education of their children into their own hands and Endeavour Foundation branches were formed all over Queensland – the school at Nambour was one of them."

In fact, 2019-20 was a year of milestones, our New South Wales Business Solutions sites located in Castle Hill, Seven Hills and Mount Druitt celebrated 10 years of operation with Endeavour Foundation and Warwick's Business Solutions site turned 40.

## Strategic focus

# Financial Sustainability

During the 2019-2020 financial year several Endeavour Foundation services and functions were closed temporarily or divested entirely. Some of these changes were planned, and some were unplanned, in the case of the COVID-19 lock-down. The ramifications of these significant closures and restructures affected our cash performance, with the overall outcome being favourable.

### 2019 - 2020 highlights

- Recorded an operating surplus overall for the Endeavour Foundation Group, despite the impact of the COVID-19 pandemic.
  - Initiatives to reduce outgoings helped offset COVID-19-related revenue losses.
  - Service Delivery redesign completed on time and budget delivering forecasted cost and efficiency benefits.
  - Doubled operating surplus from Community Solutions Group.
  - Improved revenue from Lottery division.
  - Board commitment received for an extensive property refurbishment and new development program.
  - Significant capital investment committed to the development of Information and Communication Technology (ICT) infrastructure.
  - 2,359 employees and supported employees applied for JobKeeper payment scheme.
- A reduction in operating revenue due to the COVID-19-forced closures of many of the Employment Services and Day Services sites, which was offset by increased revenues from Home support services and subsidies received under the Federal Government's JobKeeper payment.
  - A significant doubling of the operating surplus from the Community Solutions Group entities during the year.
  - A further improvement in the operating results from the Sales and Marketing division due to improved contributions from the Prize Home and Ultimate Lifestyle lotteries.
  - The containment of all non-essential operating expenses in response to the operational uncertainties imposed by COVID-19.

### Positive financial performance

The Endeavour Foundation Group recorded an operating surplus for the current financial year which was achieved primarily due to the following factors:

- A further significant improvement in the operating results from Service Delivery following the completion of the roll out of the NDIS and the benefit of operational efficiencies as we respond to the new cost and revenue drivers.

### JobKeeper

A total of 2,359 Endeavour Foundation and Community Solutions Group employees applied for the Federal Government's JobKeeper payment up to 30 June 2020. This payment was a key factor in preventing permanent job losses and in ensuring we were able to resume services swiftly at the end of lock-down.

With a significant number of our customer services suspended for approximately three months, the JobKeeper payment was a welcome support to offset the loss of income and enable employees directly impacted to continue to receive a salary. However, it was not the sole factor regarding financial viability as we undertook initiatives, including deferring capital expenditure programs that were within our control, to reduce costs and preserve cash.

A specific example of where JobKeeper benefited employees was in our apprentices/trainees programs in Community Solutions Group. In this business the JobKeeper payment was passed on to the host employer which enabled those employers to continue to employ the apprentices despite a decline in their own revenue.



## Flower harvest saved by big-hearted community

When COVID-19 social distancing restrictions threatened Endeavour Foundation's annual Mother's Day flower harvest in 2020, our dedicated employees and the tight-knit Bundaberg community stepped in to help.

The annual harvest of chrysanthemums, grown at Endeavour Foundation's Bundaberg farm, traditionally sees dozens of volunteers pick and bunch tens of thousands of flowers every year, just in time for Mother's Day.

However social distancing rules brought in at the onset of the COVID-19 pandemic, and our own concerns over safety, meant that for the first time in almost 30 years, volunteers and our supported employees were not able to participate in the harvest. For many supported employees this came as a blow; the harvest is the highlight of their year and the culmination of months of hard work.

While supported employees were disappointed, the situation also left our Bundaberg team facing the very real possibility that the flowers would not be picked in time for Mother's Day.

Up to the plate stepped our stalwart employees who, of their own volition, undertook the mammoth task of picking and bunching tens of thousands of flowers before the second Sunday in May.

The next obstacle they faced was how to sell them. In all other years the flowers had been sold in person by an army of Endeavour Foundation volunteers, however COVID-19 restrictions again made this impossible.

Local grocery and produce stores, who were still allowed to open during the COVID-19 lock-down, soon came to the rescue, buying up thousands of bunches for resale. In an amazing act of generosity and community spirit, pop-up shop One Little Farm, bought 4000 bunches!

Other Bundaberg businesses who chipped in to help include Chippindalls, IGA Avoca, Moloneys Friendly Grocer, Northside Produce Agency and IGA Express Northside.

A great example of the community support and staff commitment that Endeavour Foundation greatly values across our regions.

## Endeavour Foundation lotteries

### Lotteries Platform Project

One of our cornerstone projects for the year has been the migration to a new cloud-based online platform for Endeavour Foundation's prize home lotteries. The new platform (Powered by Jumbo) which went live in September 2020 provides immediate productivity improvements for staff, increased security for supporter information and a more modern and simplified experience for our supporters.

The Powered by Jumbo platform will also automate marketing functions, enabling increases in revenue from the existing supporter base as well as attracting new supporters. Data will also be centralised, automatically updated and easily accessed by relevant employees.

This project and new platform establish a strong foundation for continued future growth of this critical program.

### Lottery ambassador

Star of the Bachelorette and Gogglebox couch critic, Angie Kent, signed on to become Endeavour Foundation's official brand ambassador during 2019-2020. As a former housemate and close friend of a person with disability, Angie is an enthusiastic supporter of the work of Endeavour Foundation and a passionate advocate for people with disabilities. She is also a qualified support worker.

As part of her role as brand ambassador, Angie participated in a video promoting Endeavour's \$1.3 million lottery prize home at Little Mountain on the Sunshine Coast.

### In the media

During 2019-20, two of the Lottery team's supported employees, Jane and Brandon, were featured on Channel 9's Today Show where they talked about how Endeavour Foundation had improved their lives. While in front of the camera they also took the opportunity to promote Endeavour's lottery and the current home and prizes on offer.

### Fundraising

The fundraising team continues to enjoy a high level of patronage from our generous supporters and the 2019-2020 financial year delivered a positive fundraising result, despite the impacts of COVID-19.

COVID-19 restrictions caused the cancellation of several key fundraising events. To mitigate the financial loss these cancellations represented, an urgent appeal was launched to our community of supporters. The response to this appeal far exceeded our expectations with the inaugural Matched Giving Day raising \$67,000 in just 24 hours with 400 new donors contributing to the tally.

During 2019-2020 we also enjoyed an increase in income through grant funding, across 37 successful submissions. These funds have been allocated to the refurbishment of facilities, capital works, services and the development of 'Future of Work' learning and engagement modules.



## Other highlights

- A dedicated digital marketing campaign generated more than 9000 leads for the individual giving program. This same campaign also produced a fourfold increase in Regular Giving (month to month) donors.
- Our annual Melbourne Cup luncheon again sold out in November with over 500 guests in attendance.
- Our inaugural 'Great Walk of China Adventure' attracted enthusiastic support with participants raising funds for Endeavour Foundation while trekking the Great Wall of China.
- More than 30 teams and their vehicles took the road less travelled through Queensland's Gulf country when they participated in our Great Endeavour Rally in July/August.

## Gifts in Will

Gifts left by supporters in their Will were an invaluable form of philanthropic support for people with disability. A Gift in Will reflects a supporter's wish to leave a lasting legacy that contributes to our purpose – making possibilities a reality. We wish to sincerely acknowledge the generosity and passion of those people who have left a Gift in Will this financial year. After caring for loved ones first, a Gift in Will can be many things – a specific sum of money, specific items or a small percentage of the estate.

## Significant partnerships

Our valued partner, Aon, has generously agreed to offset superannuation fund fees for all our supported employees, helping them build larger nest eggs for their retirement.

Our enduring corporate partnership with Arrow Energy has this year funded five Virtual Reality Learning (VRL) Hubs for schools in Dalby, Miles, Chinchilla, Dysart and Moranbah, specifically benefiting students with disability.

## Retail

The national lock-down in response to the COVID-19 pandemic required the temporary closure of our retail stores from April to June 2020. This was done in response to government advice and also out of consideration for the health and well-being of our retail staff and large cohort of dedicated volunteers.

While the lock-down presented us with many challenges as an organisation it also afforded us the opportunity to conduct a deep cost-benefit analysis of all Endeavour Foundation operations with particular attention paid to non-core operations. Faced with an uncertain economic outlook, our approach to forward-planning was to focus on those operations that were core to business and to divest those operations that did not represent a good return on investment or were outside our primary charter – to support people with disability.

While our retail operations had been a reliable and favourable source of revenue in the past, a changing retail landscape, which now includes online shopping and low-cost clothing offered by big-chain retailers, has meant that this is no longer the case. The decision was made to exit the retail sector with all but two stores closed permanently by the end of the 2019-2020 financial year.

# 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 disability service delivery
- Promotes integrity in decision-making
- 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 2020 – 918

## 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 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 two elected members 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, their family and carers.

### **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.

### **Whistleblower Policy**

The purpose of Endeavour Foundation's Whistleblower Policy is to create a confidential and protective framework so that people can report alleged improper or corrupt conduct in relation to any aspect of the organisation's services, without fear of reprisal. The policy intends to encourage and enable employee and others to raise concerns over such incidents so that the Endeavour Foundation can address and correct the situation.

### **Commitment to continuous improvement**

Endeavour Foundation continues to demonstrate a high level of commitment in all service operations to the principles of the National Standards for Disability Services (2013), Human Services Quality Framework (Queensland 2019) and the National Disability Insurance Scheme (NDIS) Practice Standards (2018).

Evidence of this commitment and adherence to related Disability Services Standards is demonstrated through both internal audit instruments and external third-party audit certification.

Supported by Endeavour Foundation's Quality Management System, all stakeholders are encouraged to be a part of the continuous improvement process by identifying suggestions for practice changes, improvements and innovations.



## Board of Directors



**Richard Haire**

BEcon, Grad Dip Corp Mgt FAICD  
Chairman

**APPOINTED TO THE BOARD  
4 OCTOBER 2018**

Richard's career has spanned accountancy, merchant banking, finance, corporate social responsibility and sustainability, chief executive and global executive roles, in primary production, agricultural marketing and commodity companies.

Richard is also Chair of Reef Casino Trust, Chair of Australian Cotton Research and Development Corporation and is a Director of BEC Stockfeed Solutions and Tassal Group Limited.

Richard completed a Diploma of Corporate Management at the Graduate School of Management in Sydney and the seminar for Senior Executives at IMD in Lausanne. He is a Fellow and Past President (Queensland Division) of the Australian Institute of Company Directors.



**Yvonne Keane**

Deputy Chair

**APPOINTED TO THE BOARD  
25 JUNE 2014**

Yvonne is the Chief Executive Officer of Reimagine Australia, the leading national organisation supporting outcomes for children with developmental delay or disability and their families. Under her leadership, in September 2020 Reimagine Australia delivered the first 10-year roadmap for early childhood intervention on behalf of the Australian Government, the 'Reimagine Early Childhood National Action Plan to 2030'.

Yvonne is the founding Chair of The Sanctuary Shelter, which leads the sector for outcomes for women and children transitioning to safe lives away from violence. She has formerly served as the Mayor of her community, as well as enjoyed a career as a journalist and TV Presenter.

In 2009, after the birth of her first child, Asher, who is hearing impaired, she founded the Hear the Children Early Intervention Centre. In 2011, her advocacy resulted in increased funding for all deaf children in NSW. Yvonne's contributions have been recognised through a plethora of awards including the 2019 Third Sector Award for Influencer of the Year.



**Tony Bellas**

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 and Chair. Tony is also Chairman of intelliHR Ltd and Novonix Ltd and Deputy Chairman of State Gas 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.



**Richard Boys**

BComm, MBA, MAICD

**APPOINTED TO THE BOARD  
5 SEPTEMBER 2018**

Richard has over 30 years of experience as a Chief Financial Officer in the energy, mining and resources sectors. His strengths are in executive management and leadership with achievements in major project development, joint ventures and financial governance.

He has significant board and company directorship experience in private and public companies having previously held Non-Executive Director positions with the Australian Institute of Management, the Cyber Institute, Leaderspace, and the Inclusive Communities Foundation. He was a Non-Executive Director of the Spinal Injuries Association until 2016 and Chaired the Association's Audit Committee for eight years.

Richard has an MBA from Deakin University, has completed the Advanced Management Program at Oxford University, is a former Fellow of the Institute of Managers and Leaders and is a Member of the Australian Institute of Company Directors.



**Dr Paul Currie**

BSc (Hons), PhD (Physics)

**APPOINTED TO THE BOARD  
26 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 Queensland 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, MAICD

**APPOINTED TO THE BOARD  
22 NOVEMBER 2013**

Scott's background is in the commercial and corporate finance industry, dealing with many diversified industries for over 20 years. Scott's role is now the CEO of a property consulting business. He has both an older brother and brother-in-law with disability and has been around the Endeavour Foundation community for over 40 years.

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 (Qld), MMktg (Monash), FAICD

**APPOINTED TO THE BOARD  
20 NOVEMBER 2017**

Beverley’s career focus has been on marketing, communications and stakeholder relations. She has managed change and led complex projects across the public and private sectors, in health, education, philanthropy, governance, branding and community engagement.

Beverley’s commitment to improving opportunities for people with disability began in 1999 with her appointment to the board of Network Q, Victoria. She joined the board of VATMI industries in 2005, was elected Chair of the Endeavour’s Victoria Area Committee in 2013 and Deputy Chair of its National Council in 2017.

Beverley has been a board member and member of finance and audit committees of profit-oriented and not-for-profit organisations for 30 years. She has held major corporate public relations and marketing roles and has consulted to organisations in diverse industry sectors 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. She has been a Fellow of the Australian Institute of Company Directors since 1989 and is an AICD Graduate.



**Pedro Mendiolea**

BE (Hons) GDMgt, MIEAust, RPEQ, CPEng

**APPOINTED 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. His sister Ana is a long-term customer of Endeavour Foundation.



**Rodney Schulz**

DipT, BEd

**APPOINTED TO THE BOARD  
26 NOVEMBER 2018**

Rodney is a retired educator with experience spanning primary and secondary schools and specialist programs for children from the bush. He has consulted to mainstream schools on educational options for children with disability and led a curriculum project with the University of Southern Queensland.

Rodney has an adult son with disability who lives in supported accommodation. He has been involved in disability advocacy for many years and has an interest in supports requiring an understanding of complex behaviour.

Rodney served for seven years on the board of Bay Support Services Group until it merged with Community Solutions and later became part of Endeavour Foundation. He is passionate about system reform to better serve our vulnerable citizens to live full and meaningful lives in their communities. He is committed to ensuring Endeavour Foundation remains sustainable and responsive to the people it supports and their families, who are a crucial part of the care process.

# Executive Leadership Team

Our vision in 2025 is to be the leading not-for-profit provider of a range of health and human services in Australia, specialising in the disability sector.



**Andrew Donne**

Chief Executive Officer



**David Blower**

Executive General Manager  
**FINANCE**



**Bradley Cameron**

Executive General Manager  
**STRATEGY AND DEVELOPMENT**



**David Curd**

Executive General Manager  
**COMMUNITY SOLUTIONS GROUP**



**Paula Holden**

Executive General Manager  
**PEOPLE AND CULTURE**



**Brendan Klasen**

Executive General Manager  
**INFORMATION AND  
COMMUNICATION TECHNOLOGY**



**Kerin McMahon**

Executive General Manager  
**SERVICE DELIVERY**



**Steve Waters**

Executive General Manager  
**SALES AND MARKETING**

Leading with our values, our executive leadership team continued its focus on ensuring the organisation and its people are positioned to embrace the opportunities and challenges in an evolving disability market.

The team have worked hard on refining and developing a clear vision for 2025. Our 5 Year Strategic Plan maps the journey ahead and provides a clear vision of how we will continue to achieve our mission of making possibilities a reality for the people we support.

In the past year there have been several changes in the Executive Leadership team. In August 2019, Bradley Cameron took up the position Executive General Manager of Strategy and Development. He has been with Endeavour Foundation for nearly three

years and has over 15 years' senior level experience in strategy, sales and marketing both in Australia and overseas.

Brendan Klasen joined us as Executive General Manager of Information and Communication Technology in September 2019. He is an experienced and qualified ICT executive, with more than 20 years of leadership and technical experience across mining, manufacturing, systems integration, education, aged care and community services.

David Blower started as Executive General Manager of Finance in October 2019. He has over 20 years experience leading multidisciplinary teams in a range of sectors including manufacturing, infrastructure, mining, health, wholesale distribution and retail.

# Financial Overview

The consolidated annual financial statements of the Endeavour Foundation Group for the financial year ended 30 June 2020 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 \$33,008,000 compared to an operating surplus of \$5,175,000 in the previous year. This operating result was achieved primarily due to the following factors:

- a further significant improvement in the operating results from Service Delivery following the completion of the roll-out of the National Disability Insurance Scheme and the benefit of operational efficiencies as the business responds to the new cost and revenue drivers;
- a reduction in operating results due to the COVID-19 forced closures of many of the Employment Services and Day Services sites, which was off-set in part by increased revenues from Home Support services;
- the receipt of subsidies under the Federal Government's JobKeeper program of \$19,113,000, which after the payment of wages top-up expenses had a net impact of \$14,031,000 on the operating result for the year. This offsets in part the decline in operating revenues as a result of the forced closures of services due to the COVID-19 restrictions;
- a significant doubling of the operating surplus from the Community Solutions Group entities during the year;
- a further improvement in the operating results from the Sales & Marketing division, due to improved contributions from the Prize Home and Ultimate Lifestyle lotteries; and
- the containment of all non-essential operating expenses in response to the operational uncertainties imposed by COVID-19.

The Group's net surplus for the current financial year, after recognising income from non-operating items of \$3,435,000 was \$36,443,000. The income from non-operating items in the current period included gains on the disposal of properties of \$3,105,000 and non-recurrent government capital grants of \$330,000. In the previous year the Group recorded a comparative net surplus for the year of \$15,783,000 after recognising non-operating items of \$10,608,000, comprising gains on the disposal of properties of \$1,154,000, a significant bequest of \$9,253,000 and non-recurrent government capital grants of \$201,000.

## Financial highlights

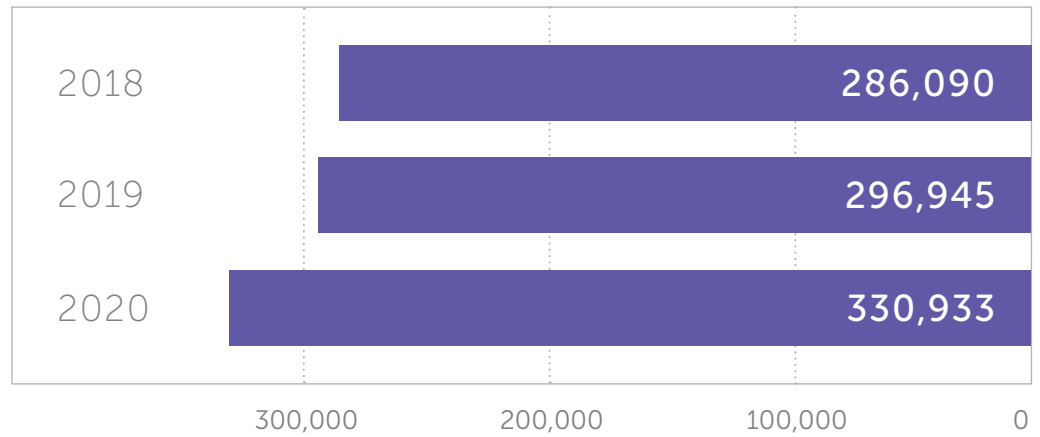
### Income Statement

Operating revenues increased by 11.4% over the prior year to a new record level of \$330,933,000, with a continued change in the mix of revenue streams with the final progressive transition from government subsidised services, to services operated under the National Disability Insurance Scheme (NDIS), that was completed during the year. During the current financial year, NDIS revenues increased by 53% to \$170,601,000, compared to \$111,349,000 in the prior period.

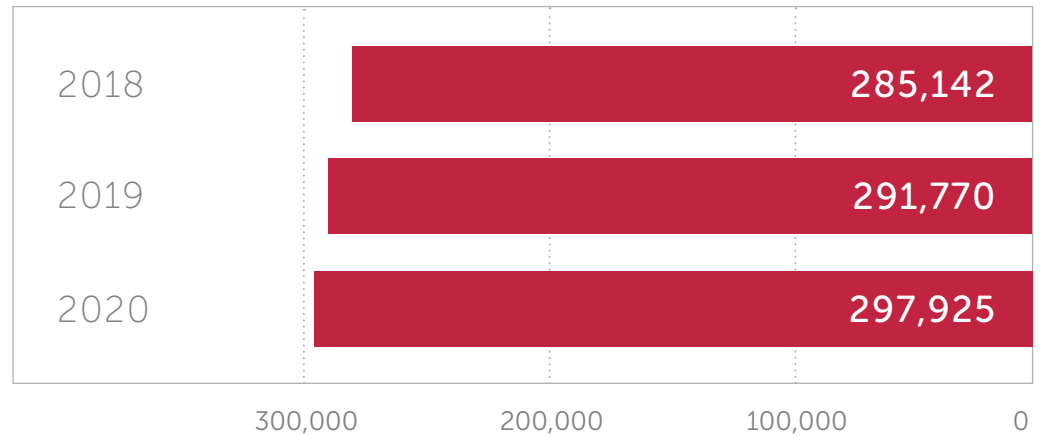
Despite the progressive transition to the NDIS, the Group continues to rely on both the Federal and State Governments to help fund the services it provides to its customers, with government subsidies representing 19.2% of total operating revenue (2019: 26.7%). Government subsidies decreased by \$15,755,000 or 19.9% to \$63,408,000, reflecting a combination of the effects of services that have transitioned to the NDIS, off-set by the receipt of extra subsidies received under the Federal Government's JobKeeper program.

Operating expenses increased by 2.1%, or \$6,155,000 to \$297,925,000 for the year, due in part to increased costs associated with the delivery of services under the NDIS, off-set by a decrease in the cost of goods sold due to the COVID-19 impacted closure of a number of the Supported Employment services

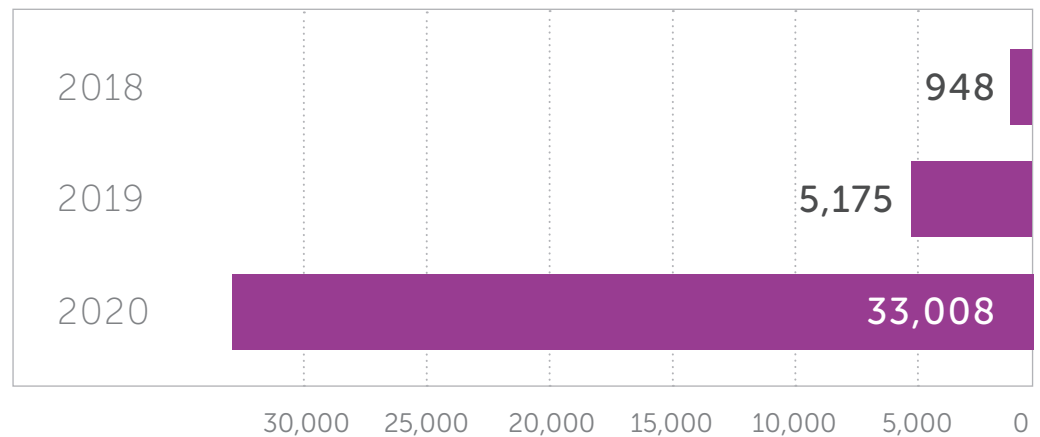
**Operating Revenue**  
(\$'000)



**Operating Expenses**  
(\$'000)



**Operating Surplus**  
(\$'000)



and the containment of all non-essential operating expenses in response to the operational uncertainties imposed by COVID-19.

The resultant gap between the 11.4% increase in revenues and the 2.1% increase in expenses flowed through to record an operating surplus for the year of \$33,008,000.

Non-recurrent government capital expenditure grants and gains on disposal of surplus properties of \$3,435,000 (2019: \$1,355,000) continue to provide an important cash supplement for capital asset acquisitions and improvements. The total

capital expenditure spend on property was however \$10,217,000 (2019: \$6,571,000), leaving the majority of the capital infrastructure spend to be funded from internal cash reserves.

**Balance Sheet**

The Group is in a sound financial position at 30 June 2020, with healthy bank balances and no interest-bearing debt, other than lease liabilities. It continues to maintain and grow a strong balance sheet with current assets exceeding current liabilities by \$64,424,000 at balance date (2019 net current assets of \$33,592,000).

The year-end cash balance of \$101,226,000 includes quarantined cash of \$20,376,000. The quarantined cash balance represents revenue received in advance which is 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 \$35,626,000 to \$176,296,000, 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 \$53,472,000 (2019: \$24,385,000), due largely to the effect of the increase in the net surplus for the year and a decrease in working capital funding requirements.

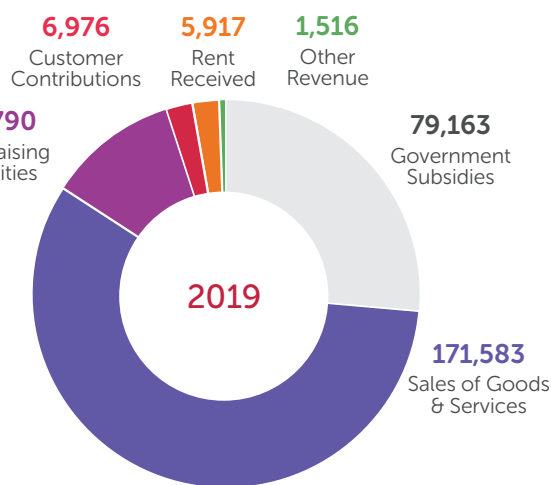
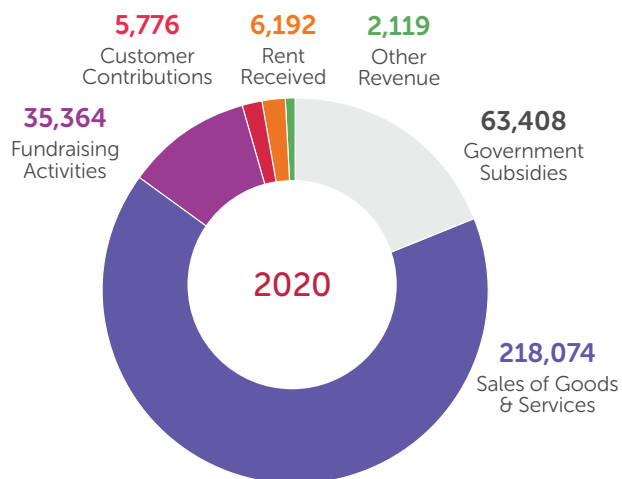
The net cash generated from operating activities, was sufficient to fully cover the net cash spend on investing activities of \$7,609,000 and the net cash spend on financing activities of \$3,461,000, resulting in a \$42,402,000 increase in the cash and bank balances for the year, to record a closing cash balance of \$101,226,000 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 2020.

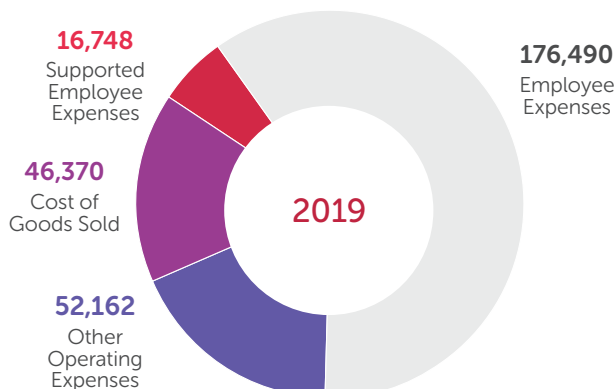
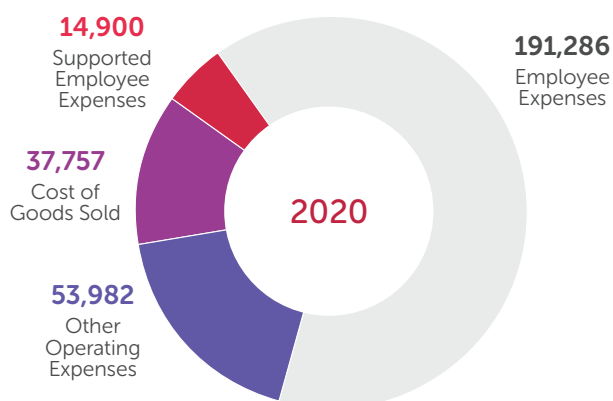
### Audited Financial Report

The audited full statutory Annual Financial Report for the year ended 30 June 2020 is available as a separate document. A Summary Financial Report, which is an extract of the audited full statutory Annual Financial Report, is included in the final section of this Annual Report. The full statutory Annual Financial Report is available to members upon request and without charge, by phoning 07 3908 7100 or may be downloaded from [www.endeavour.com.au](http://www.endeavour.com.au).

### Operating Revenue (\$'000)



### Operating Expenses (\$'000)



## Five year Summary Financial Performance

	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000
Operating Revenues	330,933	296,945	286,090	280,670	274,615
Operating Expenses	(297,925)	(291,770)	(285,142)	(276,667)	(275,678)
<b>Operating Surplus/(Deficit)</b>	<b>33,008</b>	<b>5,175</b>	<b>948</b>	<b>4,003</b>	<b>(1,063)</b>
Government capital expenditure grants and other capital donations	330	201	664	426	1,296
Significant bequests	-	9,253	-	968	655
Gain/(Loss) on sale of properties	3,105	1,154	807	2,823	(107)
Refund of salary packaging fee	-	-	-	(4,740)	-
Net gains on business acquisitions	-	-	-	-	8,133
<b>Net surplus for the year</b>	<b>36,443</b>	<b>15,783</b>	<b>2,419</b>	<b>3,480</b>	<b>8,914</b>

## Five year Summary Financial Position

	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000
<b>Assets</b>					
Current assets	130,940	89,675	74,954	65,250	59,876
Non-current assets	117,358	111,197	101,435	109,086	116,233
<b>Total Assets</b>	<b>248,298</b>	<b>200,872</b>	<b>176,389</b>	<b>174,336</b>	<b>176,109</b>
<b>Liabilities</b>					
Current liabilities	66,516	56,083	47,119	48,338	40,932
Non-current liabilities	5,486	4,119	4,345	3,918	17,097
<b>Total Liabilities</b>	<b>72,002</b>	<b>60,202</b>	<b>51,464</b>	<b>52,256</b>	<b>58,029</b>
<b>Net Assets</b>	<b>176,296</b>	<b>140,670</b>	<b>124,925</b>	<b>122,080</b>	<b>118,080</b>



# Summary Financial Report

For the year ended 30 June 2020

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 2020. 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 2020 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 2020 Annual Financial Report can be requested by telephone 07 3908 7100 or may also be downloaded from [www.endeavour.com.au](http://www.endeavour.com.au)

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# Directors' Report

For the year ended 30 June 2020

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 2020 and the Auditor's Report thereon.

## Directors

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

Name	Qualifications and Special Responsibilities	Experience (in years)	
		Board of Directors	Area Committee
<b>Current at 30 June 2020</b>			
Richard George Andrew Haire (Independent Director) (4 October 2018)	BEcon, Grad Dip Corp Mgt, FAICD Chair Chair of Nominations & Remuneration Committee Member of Information & Communication Technologies Committee (from 28/10/2019)	2	-
Yvonne Dianne Keane (Independent Director) (25 June 2014)	Deputy Chair Member of Nominations & Remuneration Committee Member of Client Services Committee	6	-
Anthony George Bellas (Independent Director) (14 February 2011)	BEcon, Dip Ed, MBA, FAICD, FCPA, FGS Member Client Services Committee Member Nominations & Remuneration Committee Member of Audit & Risk Committee (ceased 28/10/2019)	9	-
Peter Richard Boys (Independent Director) (5 September 2018)	BComm, MBA, MAICD Chair of Information & Communication Technologies Committee (from 28/10/2019) Member of Audit & Risk Committee (from 28/10/2019)	2	-
Paul Denis Currie (Elected Director) (18 December 2017)	BSC (Hons), PhD (Physics) Chair of Client Services Committee	6	10
Scott Robinson Elton Ellis (Elected Director) (22 November 2013)	BBus, ASA, AAICD Chair of Audit & Risk Committee Member of Nominations & Remuneration Committee	7	20
Beverley Narelle Knowles (Elected Director) (20 November 2017)	BA, DipEd, MMktg, FAICD Member of Audit & Risk Committee	3	7
Pedro Mendiola (Elected Director) (22 November 2013)	BE (Hons), GDMgt, MIEAust, RPEQ, CPEng Member of Audit & Risk Committee	7	9
Rodney Louis Schulz (Elected Director) (26 November 2018)	DipT, BEd Member of Client Services Committee Member of Information & Communication Technologies Committee (appointed 28/10/2019)	2	5

### Past Directors who served during the year

None

### Appointments since the end of the financial year

None

# Directors' Report (continued)

For the year ended 30 June 2020

## Company Secretary

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

### Joint Company Secretaries

David Alexander Blower	MBA, FCPA, GAICD	Appointed 25/11/2019
Eric Duncan Campbell	CA, BAcc, 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		Information & Communication Technologies Committee Meetings	
	A	B	A	B	A	B	A	B	A	B
A G Bellas	10	7	4	4	4	3	3	1	-	-
P R Boys	10	10	-	-	-	-	2	5	2	2
P D Currie	10	10	-	-	4	4	-	-	-	-
S R E Ellis	10	10	4	4	-	-	5	5	-	-
R G A Haire	10	10	4	4	-	-	-	4	2	2
Y D Keane	10	8	4	3	4	2	-	-	-	-
B N Knowles	10	10	-	-	-	-	5	5	-	-
P Mendiolea	10	10	-	1	-	-	5	5	-	-
R L Schulz	10	9	-	-	4	4	-	-	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, an Audit & Risk Committee and an Information & Communication Technologies Committee. These committees have written charters, 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.

# Directors' Report (continued)

For the year ended 30 June 2020

The Nominations & Remuneration Committee comprised the following members during or since the end of the financial year:

- Mr R G A Haire (Chair)
- Mr A G Bellas
- Mr S R E Ellis
- Ms Y D Keane

## 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 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:

- Dr P D Currie (Chair)
- Mr A G Bellas
- Ms Y D Keane
- Mr R L Schulz
- Mr G M Crotty (Non Board Member)

## 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 Enterprise 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 P R Boys (appointed 28/10/2019)
- Ms B N Knowles
- Mr P Mendiolea
- Mr A G Bellas (ceased 28/10/2019)

## Information & Communication Technologies Committee

The Information & Communication Technologies Committee (ICT Committee) was established on 28 October 2019 and provides assistance to the Board of Directors in fulfilling its corporate governance and oversight responsibilities in relation to the organisation's information, technology and communication strategy, systems and policies.

In doing so, it is the responsibility of the ICT Committee to maintain free and open communication between the ICT Committee, the Board and the Executive Leadership Team.

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

- Mr P R Boys (Chair – appointed 28/10/2019)
- Mr R G A Haire (appointed 28/10/2019)
- Mr R L Schulz (appointed 28/10/2019)
- Mr C Tuesley (Non Board Member) (appointed 24/02/2020)

# Directors' Report (continued)

For the year ended 30 June 2020

## Principal activity and objectives

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

The Endeavour Foundation Group's Purpose and Mission are:

**Purpose: Make possibilities a reality**

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

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

We believe in ability, and understand that everyone is different. We will work with our customers to make the most of their individual skills and interests, whether that is developing life skills, trying a new activity, work or learning.

Our goal is to ensure we are there for our customers – both now and in the future – and we're committed to achieving more together, making their possibilities a reality.

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

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

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

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

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

## Preparation of Consolidated Financial Statements

The consolidated annual financial statements comprise Endeavour Foundation ("the Company") and its controlled entities ("the Group").

## Results

The Group recorded an operating surplus for the current financial year of \$33,008,000 compared to an operating surplus of \$5,175,000 in the previous year. This operating result was achieved primarily due to the following factors:

- a further significant improvement in the operating results from Service Delivery following the completion of the roll-out of the National Disability Insurance Scheme and the benefit of operational efficiencies as the business responds to the new cost and revenue drivers;
- a reduction in operating results due to the COVID-19 forced closures of many of the Employment Services and Day Services sites, which was off-set in part by increased revenues from Home Support services;
- the receipt of subsidies under the Federal Government's JobKeeper program of \$19,113,000, which after the payment of wages top-up expenses had a net impact of \$14,031,000 on the operating results for the year. This offsets in part the decline in operating revenues as a result of the forced closures of services due to the COVID-19 restrictions;
- a significant doubling of the operating surplus from the Community Solutions Group entities during the year;
- a further improvement in the operating results from the Sales & Marketing division, due to improved contributions from the Prize Home and Ultimate Lifestyle lotteries; and
- the containment of all non-essential operating expenses in response to the operational uncertainties imposed by COVID-19.

# Directors' Report (continued)

For the year ended 30 June 2020

The Group's net surplus for the current financial year, after recognising income from non-operating items of \$3,435,000 was \$36,443,000. The income from non-operating items in the current period included gains on the disposal of properties of \$3,105,000 and non-recurrent government capital grants of \$330,000. In the previous year the Group recorded a comparative net surplus for the year of \$15,783,000 after recognising non-operating items of \$10,608,000, comprising gains on the disposal of properties of \$1,154,000, a significant bequest of \$9,253,000 and non-recurrent government capital grants of \$201,000.

## Dividends

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

## Events subsequent to balance date

Whilst uncertainty as to the future impacts of the COVID-19 pandemic continues to exist, since 30 June 2020 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 23 of the full Annual Financial Report)

## Directors' interests in contracts

No contracts involving Directors' interests were entered into since the end of the previous financial year, or existed at the end of the financial year (Note 23 of the full Annual Financial Report).

## Indemnification and insurance of officers

### Indemnification

The Endeavour Foundation Constitution requires Endeavour Foundation to indemnify any person who is an officer of Endeavour Foundation, including the Directors, the Secretary and other executive officers, against a liability incurred as such an officer, unless the liability arises out of conduct involving a lack of good faith. Officers of Endeavour Foundation are also indemnified against a liability for costs and expenses incurred in defending civil or criminal proceedings involving them as such officers, if judgement is given in their favour or if they are acquitted or granted relief.

### Insurance

Endeavour Foundation has paid a premium in respect of a contract insuring Directors and Officers of Endeavour Foundation, against a liability for costs and expenses incurred by them in defending civil or criminal proceedings involving them as such officers, with some exceptions.

The external auditors of Endeavour Foundation are not included in this policy.

# Directors' Report (continued)

For the year ended 30 June 2020

## 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 24 March 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.



R G A Haire  
Chairman

Brisbane  
9th October 2020

# Consolidated Balance Sheet

As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
<b>Current assets</b>			
Cash and cash equivalents	4	101,226	58,824
Trade and other receivables		18,347	14,852
Inventories		7,972	9,862
Other current assets		2,507	2,607
Assets classified as held-for-sale		888	3,530
<b>Total current assets</b>		<b>130,940</b>	<b>89,675</b>
<b>Non-current assets</b>			
Investments		1,961	2,267
Net defined benefit plan asset		1,809	2,542
Other intangible assets		953	1,261
Investment properties		341	351
Property, plant & equipment		112,294	104,776
<b>Total non-current assets</b>		<b>117,358</b>	<b>111,197</b>
<b>Total assets</b>		<b>248,298</b>	<b>200,872</b>
<b>Current liabilities</b>			
Trade and other payables		21,170	18,891
Lease liability		2,351	-
Revenue received in advance		20,274	15,072
Provision for employee entitlements		22,721	22,120
<b>Total current liabilities</b>		<b>66,516</b>	<b>56,083</b>
<b>Non-current liabilities</b>			
Lease liability		1,602	-
Revenue received in advance		-	448
Provision for employee entitlements		3,884	3,671
<b>Total non-current liabilities</b>		<b>5,486</b>	<b>4,119</b>
<b>Total liabilities</b>		<b>72,002</b>	<b>60,202</b>
<b>Net assets</b>		<b>176,296</b>	<b>140,670</b>
<b>Equity</b>			
Reserves		396	396
Retained earnings		175,900	140,274
<b>Total equity</b>		<b>176,296</b>	<b>140,670</b>

The Consolidated Balance Sheet is to be read in conjunction with the Notes to the Financial Statements.



# Consolidated Income Statement

For the year ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
<b>Revenue</b>			
Sale of goods and services		218,074	171,583
Fundraising activities		35,364	31,790
Service user contributions		5,776	6,976
Government subsidies		63,408	79,163
Rent received		6,192	5,917
Interest income		766	828
Other revenue		1,353	688
	3	330,933	296,945
<b>Expenses</b>			
Cost of goods sold & commercial fundraising activities		(37,757)	(46,370)
Employee expenses		(191,286)	(176,490)
Supported employee expenses		(14,900)	(16,748)
Utilities & leased property expenses		(9,257)	(13,644)
Transport expenses		(5,036)	(6,331)
Maintenance expenses		(11,917)	(11,387)
Household consumables		(1,973)	(1,841)
Depreciation & amortisation expenses		(12,443)	(8,036)
Other expenses		(13,356)	(10,923)
		(297,925)	(291,770)
<b>Operating surplus</b>			
		33,008	5,175
Government capital expenditure grants and other capital donations	3	330	201
Significant bequest	3	-	9,253
Gain on disposal of properties	3	3,105	1,154
<b>Net surplus for the year</b>		<b>36,443</b>	<b>15,783</b>

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

# Consolidated Statement of Comprehensive Income

For the year ended 30 June 2020

	2020 \$'000	2019 \$'000
<b>Net surplus for the year</b>	<b>36,443</b>	<b>15,783</b>
<b>Other comprehensive income (Items that will not be reclassified to profit or loss)</b>		
Net (decrease)/increase in fair value of investments	(256)	125
Realised gains on disposal of investments	56	57
Actuarial adjustment to defined benefit superannuation plan	(617)	(220)
<b>Other comprehensive income for the year</b>	<b>(817)</b>	<b>(38)</b>
<b>Total comprehensive income for the year</b>	<b>35,626</b>	<b>15,745</b>

# Consolidated Statement of Changes in Equity

For the year ended 30 June 2020

	Fair value reserve \$'000	Subsidies reserve \$'000	Total reserves \$'000	Retained earnings \$'000	Total Equity \$'000
Total equity at 30 June 2018	195	396	591	124,334	124,925
Total comprehensive income for the year	-	-	-	15,745	15,745
Transfer to retained earnings on adoption of AASB 9	(195)	-	(195)	195	-
<b>Total equity at 30 June 2019</b>	<b>-</b>	<b>396</b>	<b>396</b>	<b>140,274</b>	<b>140,670</b>
Total comprehensive income for the year	-	-	-	35,626	35,626
<b>Total equity at 30 June 2020</b>	<b>-</b>	<b>396</b>	<b>396</b>	<b>175,900</b>	<b>176,296</b>

The Consolidated Statement of Comprehensive Income and Consolidated Statement of Changes in Equity are to be read in conjunction with the Notes to the Financial Statements.

# Consolidated Cash Flow Statement

For the year ended 30 June 2020

	2020 \$'000 Inflows (Outflows)	2019 \$'000 Inflows (Outflows)
<b>Cash flows from operating activities</b>		
Cash receipts in the course of operations	338,546	320,646
Cash payments to suppliers & employees	(287,309)	(297,512)
Dividends received	134	155
Interest received	758	836
Legacies & bequests received	1,343	260
<b>Net cash provided by operating activities</b>	<b>53,472</b>	<b>24,385</b>
<b>Cash flows from investing activities</b>		
Acquisition of property, plant & equipment	(12,843)	(9,865)
Acquisition of investment properties	-	(4)
Acquisition of intangible assets	(323)	(851)
Acquisition of investments	(267)	(993)
Proceeds from disposal of property, plant & equipment	5,162	2,029
Proceeds from disposal of investment properties	-	1,543
Proceeds from sale of investments	373	997
Proceeds from non-operational capital grants and donations	289	106
<b>Net cash utilised by investing activities</b>	<b>(7,609)</b>	<b>(7,038)</b>
<b>Cash flows from financing activities</b>		
Lease payments	(3,461)	-
<b>Net cash utilised by financing activities</b>	<b>(3,461)</b>	<b>-</b>
<b>Net increase in cash held</b>	<b>42,402</b>	<b>17,347</b>
Cash at the beginning of the financial year	58,824	41,477
<b>Cash at the end of the financial year</b>	<b>101,226</b>	<b>58,824</b>
<b>Comprising:</b>		
Untied cash	80,850	43,210
Quarantined cash	20,376	15,614
	<b>101,226</b>	<b>58,824</b>

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 2020

## 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 2020 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, lifestyle support, drug prevention and public safety programs, services for disengaged young people and people experiencing mental illness, supported employment services and apprenticeship and traineeship qualifications.

## 2. Basis of preparation of Summary Financial Report

### (a) Basis of Preparation

The financial statements and specific disclosures included in this Summary Financial Report have been derived from the Group's full Annual Financial Report for the financial year. Other information included in the Summary Financial Report is consistent with the full Annual Financial Report. The Summary Financial Report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the Group as the full Annual Financial Report.

A full description of the accounting policies adopted by the Group may be found in the full Annual Financial Report, which was approved by the Directors on 9th October 2020.

### (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 other comprehensive income;
- 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.

# Notes to the Financial Statements (continued)

For the year ended 30 June 2020

## **2. Basis of preparation of Summary Financial Report** (continued)

### **(c) Functional Currency**

The financial statements are presented in Australian Dollars rounded to the nearest thousand unless otherwise stated (ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191).

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

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

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

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

# Notes to the Financial Statements (continued)

For the year ended 30 June 2020

## 3. Operating revenue and other income

	2020 \$'000	2019 \$'000
Sale of goods and services – other	47,473	60,234
Sale of goods and services – NDIS revenues	170,601	111,349
	218,074	171,583
Fundraising activities		
- Commercial fundraising activities	32,062	30,765
- Donations & appeals	1,293	500
- Special functions	370	90
- Bequests & legacies	1,343	260
- Community grants	296	175
	35,364	31,790
Service user contributions		
- Accommodation and Fee for Service	5,040	5,205
- Learning & Lifestyle	66	708
- Transport	670	1,063
	5,776	6,976
State Government subsidies	16,172	43,080
Federal Government subsidies - other	28,123	36,083
Federal Government subsidies - JobKeeper program	19,113	-
Rent received	6,192	5,917
Dividend income	134	155
Interest income	766	828
Other revenue	1,219	533
<b>Total operating revenue</b>	<b>330,933</b>	<b>296,945</b>
<b>Non-operating items</b>		
Major bequest		
- Value of assets received	-	9,400
- Settlement costs incurred	-	(147)
- Net major bequest income recognised	-	9,253
Gambling Community Benefit Fund capital grants	330	201
Gain on disposal of property	3,105	827
Gain on sale of investment property	-	327
	<b>3,435</b>	<b>10,608</b>
<b>Total revenue and other income for the period</b>	<b>334,368</b>	<b>307,553</b>

# Notes to the Financial Statements (continued)

For the year ended 30 June 2020

## 4. Cash and cash equivalents

	2020 \$'000	2019 \$'000
Untied cash	80,850	43,210
Quarantined cash	20,376	15,614
	101,226	58,824

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**

	2020 %	2019 %
Endeavour Foundation Disability Research Fund Limited	100	100
Endeavour Foundation Disability Research 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 Limited	100	100

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

# An ASIC-approved Deed of Cross Guarantee has been entered into by Endeavour Foundation and these entities, effective from 24 June 2019.

**Endeavour Foundation Disability Research Fund.** Endeavour Foundation is the founding and sole member of Endeavour Foundation Disability Research Fund Limited (previously known as Endeavour Foundation Endowment Challenge Fund Limited), a company limited by guarantee and the corporate trustee for the Endeavour Foundation Disability Research Fund Trust (previously known as the Endeavour Foundation Endowment Challenge Fund Trust), both of which were established on 3 December 2009.

The Endeavour Foundation Disability Research Fund is a health-promoting charity and seeks to benefit the wider Australian disability sector as a whole, with an emphasis on people with 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.

**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.

# Notes to the Financial Statements (continued)

For the year ended 30 June 2020

## 6. Group entities (continued)

**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, provided and managed built environment solutions for people with disability or other disadvantaged groups. The entity was acquired through a business combination on 1 July 2013. The company executed a corporate restructure deed, effective 1 July 2019, transferring all of its operations, assets, liabilities, obligations and benefits to Endeavour Foundation. The entity is in the process of being voluntarily deregistered under subsection 601AA(2) of the Corporations Act 2001, which is expected to be completed within 12 months of balance date.

**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 Limited**, a company limited by guarantee, provides a range of apprenticeship and trainee services. The entity was acquired through a business combination on 1 July 2015.

## 7. Parent entity disclosures

As at, and throughout the financial year ending 30 June 2020, the parent company of the Group was Endeavour Foundation.

### Results of the parent entity

	2020 \$'000	2019 \$'000
Net surplus for the year	31,311	14,790
Other comprehensive income	(617)	(220)
Transfer of subsidiary retained earnings on corporate restructure	1,787	-
Total comprehensive income for the year	32,481	14,570

### Financial position of the parent entity at year end

Current assets	101,099	68,171
Total assets	219,441	177,349
Current liabilities	56,355	48,378
Total liabilities	71,243	61,632

### Total equity of the parent entity comprising

Subsidies reserve	396	396
Retained earnings	147,802	115,321
<b>Total equity</b>	<b>148,198</b>	<b>115,717</b>

## 8. Events subsequent to reporting date

Uncertainty as to the future impacts of the COVID-19 pandemic continues to exist. There have however been no significant COVID-19 related impacts on the Group's operations subsequent to 30 June 2020 that would require further disclosure or adjustment to these financial statements.

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 2020

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 55 to 63 are derived from the full annual financial report of Endeavour Foundation for the year ended 30 June 2020. 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 2020 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;
- (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;
- (d) there are reasonable grounds to believe that the Company and the group entities identified in Note 6 will be able to meet any obligations or liabilities to which they are or may become subject to by virtue of the Deed of Cross Guarantee between the Company and those group entities pursuant to ASIC Corporations (Wholly owned Companies) Instrument 2016/785.

Signed in accordance with a resolution of the Directors



R G A Haire  
Chairman

Brisbane  
9th October 2020

# Independent Auditor's Report

For the year ended 30 June 2020



To the members of Endeavour Foundation

## Report on the Summary Financial Report

### Opinion

We report on the **Summary Financial Report** of Endeavour Foundation (the Company) as at and for the year ended 30 June 2020. The Summary Financial Report is derived from the audited financial statements of the **Group** and Company (the Audited Financial Statements).

In our opinion, the accompanying Summary Financial Report of Endeavour Foundation is consistent, in all material respects, with the Audited Financial Statements, in accordance with the basis of preparation described in Note 2 to the Summary Financial Report.

The **Summary Financial Report** comprises:

- Consolidated Balance Sheet as at 30 June 2020;
- 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 Endeavour Foundation (the Company) and the entities it controlled at the year end or from time to time during the financial year.

### Scope of the Summary Financial Report

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

### The Audited Financial Statement and our auditor's report thereon

We expressed an unmodified audit opinion on the Audited Financial Statements in our auditor's report dated 9 October 2020.

### Emphasis of matter - basis of preparation and restriction on use and distribution

We draw attention to Note 2 to the Summary Financial Report, which describes the basis of preparation.

The Summary Financial Report has been prepared to assist the Directors of Endeavour Foundation for the purpose of providing the members with a financial overview and a summary of the Group's financial report. As a result, the Summary Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

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# Independent Auditor's Report

For the year ended 30 June 2020



## Other Information

Other Information is financial and non-financial information in Endeavour Foundation's annual reporting which is provided in addition to the Summary Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Directors' Report.

Our opinion on the Summary Financial Report does not cover the Other Information and, accordingly, we do not and will not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Summary Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Summary Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

## Responsibilities of the Directors for the Summary Financial Report

The Directors are responsible for the preparation of the Summary Financial Report in accordance with the basis of preparation described in Note 2 to the Summary Financial Report, including their derivation from the Audited Financial Statements as at and for the year ended 30 June 2020.

## Auditor's responsibility for the Summary Financial Report

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

KPMG

Ben Flaherty - Partner  
Brisbane, 9th October 2020

# 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  
APM Pricerfinder  
Arrow Energy  
Australian Army Battalion 7CSSB  
Brennan IT  
Canon Business Solutions  
CBC Facilities Maintenance Pty Ltd  
CoAct Employment  
CGU  
Cherry Energy Solutions  
Edmen Group  
Harbour IT  
Network Car and Truck Rentals  
Queensland University of Technology  
Transport Field Service

## **Grants, Trusts, Foundations, Estates and the generosity of our supporters**

Australian Government Stronger Communities Programme  
Australian Government Community Environmental Program  
Australian Government Department of Social Services  
Queensland Gambling Community Benefit Fund  
Queensland Government Department of Child Safety, Youth & Women  
Queensland Government Department of Environment and Science  
Boosting the Local Care Workforce Program  
Castle Hill RSL Club  
James N. Kirby Foundation  
Brazil Family Foundation  
Flannery Foundation  
Peter Haeusler  
Huckle Family  
Jim Buchanan  
Carol Le Maitre  
Aileen Trace & Biloela Reference Group  
Perpetual 2020 IMPACT Philanthropy Program

NSW Government Community Building Partnership Program  
Vital Chemicals Pty Ltd  
Warwick District Disability Support Group  
Westfield Local Heroes  
Wilmar Sugar Pty Ltd  
Condamine Medical Centre  
The Family of Marcia French  
Moxon Trust  
Gladys Myrtle Brown Charitable Trust  
Lesley Dickinson Charitable Trust  
Hart Family Perpetual Trust  
Keidge Charitable Trust (on behalf of Ira Josey Peace)  
Endeavour Foundation Charitable Trust  
Kenneth Gordon and Edith Anderson Memorial Trust  
Ian McIntyre Trust  
Edith Lewis Trust  
Catherine Ellen Carter Memorial Fund  
Lesley Dickson Charitable Endowment  
Victor Lionel Meise Charitable Trust  
Ian McKimmin Charitable Trust  
Estate of Bernadette Mary Halliday  
Estate of Francis David Goudge  
Estate of Adeline Victoria Isabel Riley  
Estate of Lola M Evans  
Estate of Maureen Ellen Whitby  
Estate of Theresa Kathleen O'Sullivan  
Estate of Graham Roy Phillips  
Estate of Marjorie Kathleen Phillips  
Estate of Wayne James Scotney  
Estate of Neville Holyman Wood  
Estate of James William Turnbull  
Estate of Mary Lavinia Maud Collman  
Estate of John Lyall Russell

## **Participants in fundraising events**

The Great Endeavour Rally, 2019 Gulf Trek  
Melbourne Cup Luncheon  
Great Walk of China Trek  
Bridge to Brisbane

## How you can get involved

### **Write to us**

PO Box 3555, Tingalpa, DC Qld 4173

### **Email us**

hello@endeavour.com.au

### **Call us**

1800 112 112

### **Visit our website**

endeavour.com.au

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