



CELEBRATING
70 YEARS
OF POSSIBILITIES

Annual Report | 2020
Report | 2021



Annual Report | 2020 2021

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 (retired 31/08/2021)
BBus

JOINT COMPANY SECRETARIES

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At a | Glance



+21,000

People we support



+540

People received accommodation services



+1,000

People took part in education and training programs



+3,000

Employees



+1,800

People participated in supported employment



+110

People took up apprenticeships and traineeships



+830

People took part in learning and life skills programs



+11,100

Job seekers supported towards open employment



+230

Volunteers



+800

People increased their independence with in-home support and community access



+1,400

People benefitted from support coordination and behaviour support services



Who we are and what we do

Seventy years ago, a tiny group of families fed up with being brushed off by authorities pooled their energies into achieving a mutual goal. They didn't want special treatment – all they asked was for people with intellectual disability to have the same rights as everybody else.

We're sure they would be proud their efforts forged an organisation that is now at the heart of local communities in Queensland, New South Wales and Victoria, offering choice, opportunities and personalised support.

Endeavour Foundation honours our pioneers' vision by supporting people with intellectual disability to live their best lives. Our focus remains on dreams and goals, possibilities and potential. We work in partnership with people we support to imagine these possibilities according to their own priorities and make them happen. We open doors to a better life.

Continued bedding down of the NDIS and the disruptions COVID-19 has forced on everyday life added up to another challenging year. We haven't let our focus waver – out of challenges come solutions and we've worked even harder to turn dreams into reality.

We'll continue to use established community networks and strategic partnerships to innovate and advocate, and to provide new opportunities for people by championing their right to economic and social inclusion.

Our Values

Our values are simple and timeless – they are what we live by. They underpin how we operate as an organisation and how we deliver services. We're committed to working as a team with the people we support, their support networks and our partners.

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

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

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

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

We are #teampossible

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



Message from our | Chairman and Interim CEO



Richard Haire
Chairman



David Blower
Interim Chief Executive Officer

In our 70th anniversary year we remember our history, celebrate our people and look to our future with the same energy, optimism and innovation that gave rise to our first Town Hall meeting on June 14, 1951.

Parents gathered with a resolve to gain new education and life opportunities for their children and 70 years later, we continue their work to highlight, protect and support human rights for people with a disability.

These hard-won rights remain a guiding light as we seek to continually improve our services, and support people to live their best lives.

We've also been proud to celebrate our 70th anniversary year with the launch of the My Home My Life initiative, the biggest investment in new and accessible housing construction that Endeavour Foundation has ever made.

Starting as a \$35M commitment over three years, My Home My Life has now been extended in response to need, encompassing a \$45M investment over four years to build 70 new homes, and refurbish 26 existing homes, specifically for people with intellectual disability.

We moved quickly to adapt our 70th anniversary plans in response to the pandemic, with a switch to smaller local events that would allow us to plan with more certainty. We also joined in a nationwide celebration of the talented people we support with an online Battle of the Bands competition that was laced with laughter, fun and amazing musical skills.

2020-21 has also been a year to remember how much we can, and do, rely on each other to get through difficult times.

We look back over the past eighteen months with pride in the way every part of our Endeavour Foundation community has pulled together in this unpredictable time.

As government public health restrictions have changed regularly and rapidly, we have adapted the services we offer and found better ways to share vital information about the impact of these decisions on participants, families and staff.

Throughout this time, people we support have shown incredible resilience, adaptability and creativity, along with our support teams (and those who support them).

Staff have creatively solved all kinds of lockdown challenges, from video calls to families and online engagement programs, to finding ways to fulfil commercial contracts without access to our talented supported employee workforce.

Our Community Solutions Group (CSG) team excels in flexible, contextualised service delivery and these qualities came to the fore in the COVID-19 environment, enabling them to deliver employment and education supports where traditional methods were not available.

Advocacy remains vital to our organisational DNA, and we engaged strongly with state and commonwealth governments on systemic issues which have been raised as a concern by our stakeholders. Along with advocating to ensure the NDIS delivers on its promise, our advocacy work has included many issues arising from the pandemic. These include working to protect the human rights of people with a disability under public health orders and asking governments to offer COVID-19 vaccinations in accessible and suitable locations for people we support and their families, including many of our own sites.

The end of 2020-21 also ushered in change with CEO Andrew Donne's decision to retire.

We appreciate Andrew's significant contribution over 18 years, firstly by redeveloping our farms, factories and other supported employment services into a strong and viable network of Australian Disability Enterprises offering meaningful employment, support and training.

In his own words, after coming from a largely commercial background nothing could have prepared Andrew for the joy of interacting with the people we support and seeing them achieve their goals.

As CEO, Andrew led reform of our services, people and systems for the NDIS, reshaping our organisation to support people with a disability and families joining the Scheme.

We thank him for almost two decades of service to people with intellectual disability, and for leaving behind a safe, strong and stable organisation that continues evolving to embrace the future.

In our milestone year we also thank our dedicated members of staff, whether in Victoria, New South Wales or Queensland, for the energy you put

into honouring the determination of our pioneering parents.

It is because of you, #teampossible, that making possibilities a reality remains at the heart of our organisation and is not just a slogan.

We also recognise the dedicated service of volunteers throughout Endeavour Foundation including area committee member, board directors, and volunteers in frontline services. We cannot measure the value you add to our organisation through the gift of your time, passion and expertise.

Just as they have been from the beginning, the care and involvement of families will always be intrinsic to Endeavour Foundation, both today and into our future.

We want to thank every family member who chooses to partner with us, trusting Endeavour Foundation to provide support and care for your family member.

Many of you have been with us throughout our journey, and helped shape our belief in the dreams, goals and potential of every person.

As we look forward to the next 70 years for Endeavour Foundation, there is much we cannot know.

Yet we know that whatever lies ahead, together we step into that future with the same energy, optimism and innovation, united in our commitment to make possibilities a reality.

Thank you for being part of it.



Richard Haire
Chairman



David Blower
Interim CEO

Our | History

14 June 1951 marked a watershed day, not just for the Endeavour Foundation but for people with intellectual disability and their families.

Seventy years ago, there was virtually no support available for people with disability. Children with intellectual disability were in officialdom's too-hard basket – excluded from classrooms, with their families left to fend for themselves. They were denied a service available to other children as a basic human right.

Thankfully for their children and for thousands of families to follow, Endeavour Foundation was born from the voices of parents who started by demanding one of the most basic rights – the right to an education.

Their resolve turned quickly into action, forming a movement that to this day advocates for social inclusion for people with disability. What started as a makeshift school on the verandah of a Brisbane home took off across the state, underlining the depth of the desperate need too many had ignored for too long.

The courage and tenacity of those founding families inspires us to this day. It encourages us to be a truly person-centred organisation driven to ensure those we support live their best lives. We explore every option to turn possibilities into reality and if they don't exist, we invent them.

People with disability are still fighting for their right to a job that suits their abilities, the right to a suitable and safe home, and the right to be included. Endeavour Foundation will always be at their side.



1951

Endeavour Foundation, then known as the Queensland Sub-Normal Children's Welfare Association, inaugurated at a public meeting in Brisbane. Founding President is Professor Fred Schonell, a position he would hold for 16 years.

1955

Classes begin at Bowen House with 14 students and Thelma McConnel taking over as principal.

1962

Association holds first art union, when Toowoomba branch raffles a Cecil Plains property. Lotteries remain an economic lifeline today.

1976

Gympie buys Spring Valley Farm, the first farm in the region. It grew to a Brahman stud employing 32 people with disability.

1986

Our schools are integrated with the state school system. New branches at Logan, Gladstone and Whitsundays. Tiny Tots Quest and telethons achieve record results.

1995

Lifestyle and Learning Services begin.

2010

We acquire financially failing Sydney business, saving the jobs of almost 500 people with disability and signalling the organisation's first move interstate.

2014 - 2017

We amalgamate with like-minded organisations, expanding our geography and new offerings such as community services, apprenticeships and traineeships, and employment services.

1953

The association buys large Queenslander in inner-Brisbane's Bowen Hills for £5500 and establishes Bowen House.

1961

Radford House Buranda bought for £6500. Association buys building next door to Bowen House and names it Schonell House. It includes apartments for regional families.

1964

Toowoomba's Hamewith becomes first residential accommodation for children with intellectual disability.

1982

Endeavour Foundation becomes our new name with 118 facilities and services, including 25 schools teaching over 1000 students.

1990

New residential services open in Cairns, Gold Coast, Sunshine Coast and Darling Downs. 162 services throughout Queensland offer people vocational training, respite and clinic services.

2003

Great Endeavour Rally voted Queensland's best event.

2013

NDIS Act passes, the greatest funding revolution in our history.

2021

We celebrate our 70th anniversary as one of the longest-established for purpose organisations in Australia.

Ongoing challenges of | COVID-19

Advocating for COVID-19 vaccine access

As vaccinations against COVID-19 started to roll out across Australia during 2021, it became increasingly clear the 'one size fits all' approach of government-run clinics presented challenges for Endeavour Foundation and the people we support.

Government hubs, most often based in crowded, noisy hospital settings far away from accessible parking, were not suitable for many people with disability. Statistics from other countries show people with intellectual disability are more at risk of developing COVID-19 than the general population, making vaccinations imperative for people we support, their families and support workers.

The first dedicated Endeavour Foundation vaccination hubs started with two trial sites coming online in Brisbane in June, dispensing the Pfizer vaccine to people we support, their families and Endeavour Foundation employees. Transport to and from the hubs was provided for people we support and staff who accompanied them.

This tremendous achievement resulted from months of hard work to convince governments of our immediate need for vaccinations and the challenges faced by staff and people we support in using public hubs.

The Australian Government appointed Healthcare Australia (HCA) to run the hubs with Endeavour Foundation staff, to ensure vaccinations were administered in controlled, supportive environments.

Our vaccination hubs enabled us to end the uncertainty for thousands of people, including families and staff.

Throughout 2021, 5,637 people across Queensland were administered Pfizer doses in the familiar environment of their own home, or on-site at an Endeavour Foundation service. We led the way, setting up two ongoing vaccination hubs in Brisbane and Toowoomba, and 19 pop-up clinics for people with disability, families, carers and support workers. More than 50 Home services also took advantage of in-reach programs.

The vaccination hubs response was an enormous multi-team effort that led the disability sector across Australia. It was a prime example of the power of co-operating towards a common goal.

Our dedicated Customer Service Centre team led the triage and booking process for the hubs, allowing us to develop and facilitate a rigorous approach to support the vaccinations. A special COVID-19 hotline fielded more than 3000 calls during the year.

The vaccination response was supported by a multimedia communications effort encouraging eligible individuals to be vaccinated.

One ongoing concern has been the difficulty of making the same on-site access to vaccinations available to people with a disability supported by Endeavour Foundation in New South Wales and Victoria.

Under the Commonwealth vaccination program, people living in our Home services were deemed a priority group, enabling us to offer accessible vaccination hubs as an adjunct to in-home vaccinations in Queensland.

Unfortunately, despite repeated requests, the same priority was not given to people accessing our community and employment services outside Queensland. This meant people we support in New South Wales and Victoria had to seek out vaccinations through hospitals, community clinics and GPs. We could not offer COVID-19 vaccinations on our sites in a familiar and low-stress environment.

People working in supported employment are more independent and engaged in the community but have less support with primary health care. This potentially increases their risk of COVID-19 infection and transmission, which is why we believe they should also have priority access to vaccination.

Through consistent advocacy, we hope to see this serious gap addressed in any future vaccination programs.

Working together

As COVID-19 continued to affect every aspect of our lives, more than 50,000 facemasks were sourced, and 2,500 hand sanitiser stations were set up across Endeavour Foundation.

COVID-19 dominated the workload of our Emergency Management Committee, and the pandemic response was the subject of 58 out of the 67 meetings held throughout the year.

I'm a VACCINATION hero!



Our Workplace Health and Safety team worked with all parts of the organisation to create the safest possible workplaces. This included COVID-safe plans for our Lottery Prize Homes, QR codes at every site, screening tools and personal protective equipment (PPE) and COVID-19 Marshalls for our larger Community Solutions Group (CSG) Jobactive and Disability Employment Services (DES) sites.

Staying agile

COVID-19 had a significant impact on education in Victoria, with many private and Learn Local providers ceasing trade. This created an opportunity for CSG - BRACE to capitalise on being the Learn Local provider of choice in the communities in which we operate.

Many Learn Local students are not suited to the larger TAFE environment. BRACE offered flexibility, smaller groups and more contextualised delivery to individuals, suitable for people facing barriers to employment and education intensified in the context of COVID-19.

We temporarily closed community services and some Business Solutions sites in line with government advice and directives during the year. Where possible, Business Solutions sites remained open and operated under strict COVID-safe guidelines. It was crucial to keep running sites where possible to ensure strong commercial relationships and contracts were maintained for when supported employees returned.

Many state and federal MPs have supported our efforts to make vaccinations more widely available. Thank you to those who found time to visit and meet our team, like Anika Wells MP (pictured).

Championing | Human Rights

Our founders started a movement that values inclusion and fundamental human rights above all else. They were driven to do what's right – that devotion to equity and social justice still inspires us today.

Our commitment starts with the everyday support of people to lead their best lives. We honour the right of people to work in a job they want, a safe and secure home and the right to be included in their communities.

We are part of national and international campaigns, from advocating for a better NDIS to fighting global challenges such as human trafficking.

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 to be heard.

During 2020-21, we closely monitored the activities of the Royal Commission and worked to actively promote and engage stakeholders in its important work, examining a range of issues to provide the government with recommendations to prevent harm against people with a disability.

A 17-month extension was granted to the final reporting date for the Royal Commission. The Australian Government has shifted the deadline to 29 September 2023, as requested by Royal Commission Chair, the Honourable Ronald Sackville AO QC.

In 2020-21 the commission was interrupted by the pandemic. However, it:

- held 10 public hearings on a broad range of issues
- released its interim report, two progress reports, four issues papers, five public hearing reports and nine research reports
- communicated information gathered back into organisations as opportunities for improvement.

Modern Slavery Statement

Endeavour Foundation is fully committed to a future where no one is a victim of modern slavery. As an organisation built upon improving the human rights of people with disability, our values and mission are closely aligned with the intent of the fight against modern slavery.

Our commitment to human rights underpins Endeavour Foundation's first Modern Slavery Statement, in accordance with the federal Modern Slavery Act.

Endeavour Foundation has identified our key risk area as the ability to identify suppliers who contribute to or are directly engaged in modern slavery. To address this, we are continuing to refine our Supply Chain Assurance program to introduce a human rights risk index.

Our Audit and Risk Committee provides oversight of this important program on behalf of the Board.

National Redress Scheme

After hearing harrowing accounts of abuse in establishments such as children's homes, schools and foster care, the Royal Commission into Institutional Responses to Child Sexual Abuse recommended a redress scheme to give victims access to counselling, personal response and possible payment.

All organisations previously involved in caring for children have been encouraged to participate. Endeavour Foundation has been officially declared a participating institution in the Scheme.

Applications for redress can be made before 30 June 2027.

Reconciliation Action Plan

Endeavour Foundation is renewing our Reflect statement as part of the four-step process to produce a Reconciliation Action Plan (RAP) specific to our organisation.

About 40 per cent of Endeavour Foundation staff in our RAP working group identify as Aboriginal or Torres Strait Islander, giving vital insights into how the plan can make meaningful progress towards the next steps of Innovate, Stretch and Elevate as we demonstrate reconciliation action.

Successful NDIS Recertification

Endeavour Foundation is proud to have achieved recertification and registration as an NDIS service provider, passing a rigorous examination from the NDIS Quality and Safeguard Commission.

With the successful recertification, external auditors confirmed Endeavour Foundation carries out all activities in compliance with NDIS Practice Standards.

This is significant because it means we have successfully proven our commitment to delivering high-quality and safe disability supports and services.

Healthy relationships

National and international surveys show people with intellectual disability are more likely to experience Domestic and Family Violence (DFV) but less likely to report it.

In response to a 2020 Domestic and Family Violence Community Grant, Endeavour Foundation developed the Healthy Relationships educational resource comprising a video, presentation guide and workbook tailored for people we support.

The content was designed to support staff having conversations with our people about healthy and unhealthy relationships.

Healthy Relationships explains what DFV is, how to identify it and how to seek support. The program aims to show people with an intellectual disability the virtues of a healthy relationship and what one looks like.

The video also shows that help is there for those who need it, either to report DFV or to work at improving their relationship.

Internally, a version of the video featuring an interview with Complex Support staff is available to frontline staff for use as required.

Externally, Healthy Relationships was shared with disability sector groups including day services, employment services and supported accommodation providers.

A version of the video is on the Endeavour Foundation website. It is also made available to Ministers who have supported the project and others in the DFV space.



Emma brews up a new business

The Supported Employee Committee at Bundaberg Business Solutions wanted to spend some of their funds on a coffee machine.

This offered nice coffees on site during breaks and the prospect of raising additional funds to support the committee for future events.

Emma, who attends the Bundaberg Learning & Lifestyle hub and is also a supported employee, offered to teach some of her co-workers how to make coffees as she has completed the Pathway Barista module and went on to complete a barista course at the local TAFE.

For three weeks, for half a day each week, Emma and one of her support workers visited Bundaberg Business Solutions and started working with the team.

Supported employees were taught how to take orders, operate the till, to use the coffee machine to make different types of coffees, which beans are best and what syrups they should buy.

Emma has since been running the Coffee Shop at Bundaberg Business Solutions. She has taken on the responsibility (with support when needed) of upskilling and training fellow supported employees on how to become competent baristas.

Emma now shares her coffee shop duties with a couple of colleagues but predominantly with Iva, who can now operate the coffee shop on Emma's days at the Learning & Lifestyle hub where she started learning cooking skills. She plans to bake for the coffee shop as her confidence grows.



IMAGINE WHAT'S POSSIBLE COMPETITION 2021

Turning dreams into reality



We've been imagining possibilities for people with disability for 70 years, and this year, we dreamed bigger than ever before.

When our Imagine What's Possible competition launched in February, we didn't know what kind of dreams we'd be turning into reality in 2021.

Congratulations to Kassidy, Carol, Zac, Kristel and Nicholas, who have all dreamed big and won.

Kassidy

Kassidy loves to dance and spend time with her friends. Her dream of 'a ball for all' combines these passions. Kassidy's dream – "Young special needs adults, come one and come all, my dream of 'what's possible' is a ball for all in Brisbane Town Hall."

Carol

Carol listens to Triple J radio station all the time, knows all the words to the songs, and loves to write down her favourite lyrics in a notebook. Carol's dream – "My biggest dream is to be a guest presenter on Triple J, to play my favourite music."

Zac

Singing is Zac's passion, he's been doing karaoke for years, and was even performing at open mic nights before COVID put a dampener on things. Zac's dream – "To start a karaoke business and Glee Club for people with disabilities. We'll perform shows for kids in hospitals, people in aged care homes."

Kristel

When she was at school, Kristel didn't get the 1:1 support she needed to develop her reading. When she received a reading C-Pen, it opened up a world full of tales. Her dream is to give others with disability the joy of reading independently. Kristel's dream – "I would love to give my wish of a C-Pen to every school for reading."

Nicholas

Nicholas is an award-winning member of his local drama group for people with intellectual disability. His favourite genre is comedy, and we can't wait to see him on screen soon! Nicholas' dream – "To be an extra in a movie."

Accessing | Meaningful Employment

The right to work in a job of our choice is a fundamental principle too often taken for granted. If you have a disability or face other social barriers, the likelihood of being unemployed is more than twice the national average.

As one of Australia's largest employers of people with disability and as a provider of education and training for people facing barriers to employment, we are passionate about providing meaningful employment opportunities.

We provide employment for people who require additional supports to ensure they enjoy all the benefits that come with having a job, including improved self-esteem and greater engagement with their community.

Ready, set, go!

As the disability sector continues to respond to the landscape of the NDIS, it's essential Endeavour Foundation refines the services we offer to meet contemporary needs and requirements.

Get Work Ready is a learning program designed to help young adults with intellectual disability transition from school or other activities, into their chosen form of employment. The program, split between classroom-style learning and practical hands-on experience, offers skill-building, social connection, and personal development in a safe, engaging, and supported environment.

Learning is person-centred and completed in a face-to-face environment, geared to each student's competencies.

The program offers five core courses that concentrate on the foundations of being work ready, including goal setting, working effectively with others, building, and maintaining relationships, and numeracy and literacy.

Course costs are covered by NDIS funding supports such as Finding and Keeping a Job, Core Supports or School Leaver Employment Supports.

Finding work

Community Solutions Group's (CSG) Customer Solutions Team fielded a staggering 100,000 calls in 2020-21 – almost 400 for every working day.

The team was able to help approximately 14,000 people and placed 6,000 people into jobs across Employment Services generally. Among the numbers of the newly employed were 600 people with disability and 800 Aboriginal and Torres Islander people.

Making opportunities happen

The Fundraising team were thrilled to welcome Fallon in early 2021 as Endeavour Foundation creates new employment pathways. The whole team has been involved with Fallon's onboarding and continued upskilling as she works towards her dream job as a receptionist.

Lotteries continued to open doors for people with intellectual disability, with three people working in the team and three more roles in the pipeline.

Lotteries' homegrown stars also advocated for people with intellectual disability. Jane, Maddie, Alex and Brandon have appeared in Lotteries marketing collateral, video footage, and campaigns promoting how a lottery ticket makes possibilities a reality for people with disability.

Widespread support

The number of people who started apprenticeships, supported by Endeavour Foundation through Community Solutions Group (CSG), climbed by more than 70% during the year.

We now support more than 160 apprentices and trainees at 140 host businesses. Our continuing support helped another 67 apprentices and trainees complete their qualifications during the year.

CSG also implemented a whole student journey experience for 1,800 students and 60 Endeavour Foundation employees, with completion and employment placement rates above 80% across all programs.

CSG's Specialist Services also continued solid growth, with support provided to 1,800 people with disability - 10% for Behaviour Support and 44% for Support Coordination.



Our floral tribute

For more than 30 years, Endeavour Foundation flowers have made mum's day.

Each year supported workers and volunteers harvest a field of dreams – row upon row of flowers that grow more opportunities for people with disability.

After the 2020 COVID-19 setback, this year the team at Endeavour Foundation's Bundaberg farm pulled out all the stops, raising a bumper crop of 70,000 chrysanthemums from the ground up to mark our 70th birthday.

Flowers from the Fitzgerald Street site have become a growing source of funding that helps turn possibilities into reality.

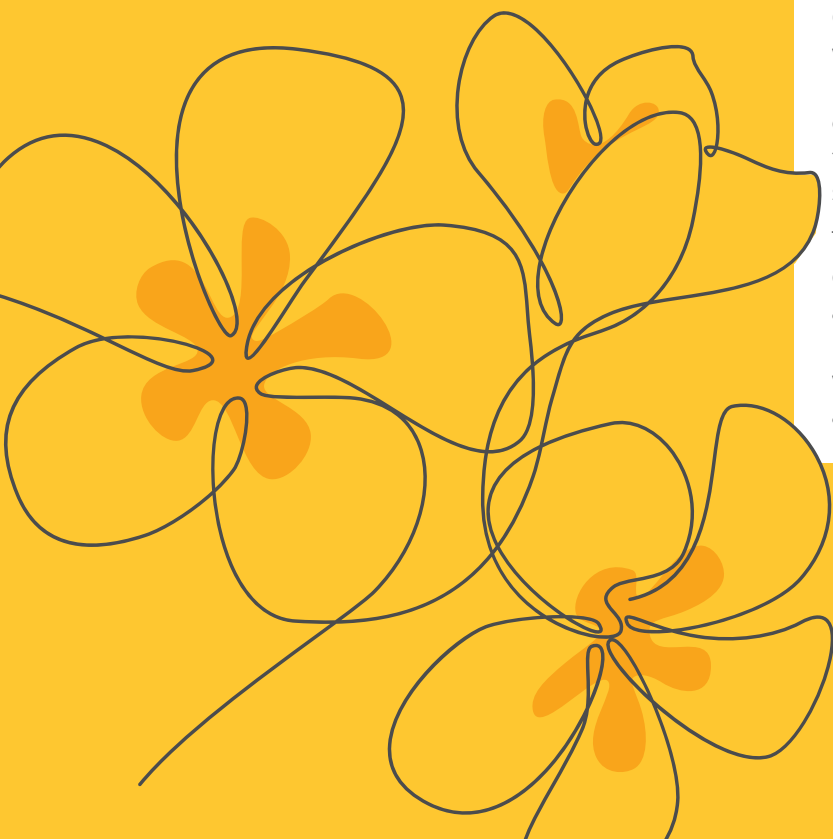
All proceeds go towards Endeavour Foundation's essential programs – supporting people with a disability to find meaningful employment, learn new skills, access their community and live more independently in a home that meets their needs.

Production Manager Mark Elliott says employees spend months nurturing the crop until harvest time, just before Mother's Day in May. This time around, they started preparing the land in October and planted during the first week of December.

Supported employee Blake Kummerow rates the harvest as a yearly highlight. 'I've spent the past three years helping with the flower harvest and love working outdoors.'

Colleague Wayne Horton has spent 41 years working for Endeavour Foundation and equally loves being part of the annual harvest. 'I enjoy cutting the strings so we can trellis the flowers in the paddock and stripping the waste leaf off the stems when we start harvesting.'

The media also loved the positive vibes the harvest generates, with 45 varieties of chrysanthemums and our wonderful 'talent' adding a welcome rainbow of colour to news bulletins. The warmly welcomed good-news story attracted statewide and national coverage.



Investing in a new paper empire

A welcome \$350,000 grant from the Gladstone Foundation on top of a \$323,000 Endeavour Foundation investment saw the expansion of the Lyons St Business Solutions site.

The grant from the Gladstone Foundation allows Endeavour Foundation to expand operations to create more sustainable employment opportunities for people with disability while helping local companies make their city greener.

The upgrades will provide a secure shed to support expansion and a new 2021 Transit 430E Van. It will also feature constant CCTV security monitoring, safe walkways that are sectioned off, secure areas where sorting and shredding occurs and improved fencing.

And they give the Gladstone Business Solutions site an important point of difference. Improvements allow the site to meet Triple-A accreditation from industry body National Association for Information Destruction.

Triple A accreditation, a first for the region, means our 27-strong workforce can now shred the most confidential documents, a service not available for hundreds of kilometres locally. That translates to more clients, an increased volume of paper diverted from landfills and new job opportunities for people with disability.

At present, 288 tonnes of paper are shredded and baled each year at the Gladstone site before being sent to Toowoomba-based Fibrecycle, who convert it into kitty litter.

The upgrades include existing space being repurposed for uses including a first-aid room, administration office and a new training centre, featuring an interactive Virtual Reality Learning hub that will greatly enhance the on-site training we provide to our employees.

This is a fantastic outcome, completely in tune with the business-to-business marketing strategy developed throughout 2020-21 to focus on commercial work that supports the environment through recycling and repurposing products.

Perfect record for top work

Community Solutions Group (CSG) helped 25 jobseekers to study for their Certificate III in both Health Services Assistance and Individual Support. All of the 25 students who completed their studies gained employment while on placement.

Lockdowns delayed placements in Victoria, which challenged the confidence of some students. Still, the support of compassionate and diligent trainers Julie and Katie helped every one of them make a great impression and land the job. Many were long-term job seekers.



Hungry for work

One of our favourite wins is celebrating when someone we support finds their own employment!

Ethan from our Alex Hills L&L day service has started as a Sales Assistant with Mitre 10.

Here's what Ethan has to say about his new job, and working towards your goals:

"I have always enjoyed working with hardware and really wanted a job that included both hardware and customer service.

The team I work with is awesome and I am learning so much about the different hardware that is sold at Mitre 10.

Ethan's advice to others is "To be hungry for work and always continue to ask for help and support until you achieve your goals. I kept asking and then one day someone from Mitre 10 heard me, and that's how I got the job."

Well done to Mitre 10 for working to have an inclusive workplace and well done to Ethan for his success.



KOWA-bunga!

A partnership between Endeavour Foundation and mining equipment giant Komatsu will lead to more job opportunities for our supported employees while diverting nearly 10 tonnes of plastic from landfill each year.

It's a fantastic opportunity to partner with Komatsu, a leading global supplier of utility, construction and mining equipment that also provides an oil-testing service to mechanics.

The sustainability measure has seen Endeavour Foundation sign on to clean and repackage an estimated 145,000 oil-testing kits a year for Komatsu's East Coast division.

Before the initiative, the single-use kits would end up in landfill as the engine oil contaminates the plastic, meaning they can't be recycled.

Our employees at Geebung Business Solutions will clean the yellow cases, known as KOWA bottles, to be repacked and sent back into circulation, potentially extending the life-span of each bottle for several years and slashing the amount of plastic waste.



Golden Garry

Garry Seidel remembers the day 50 years ago when his family moved to Mt Druitt in Sydney's west from Condobolin in the state's central west.

Now, Garry is celebrating a half-century of working at Endeavour Foundation's Mt Druitt Business Solutions.

Garry joined Cumberland Industries in 1971, soon after finishing year 10 at Kurrambee Special Education School, just 7km away.

In 2009, a group of families approached Endeavour Foundation for help when Cumberland Industries was in financial distress.

Endeavour Foundation agreed to take over operations of the site, becoming the largest non-government provider of direct disability employment in Australia.

'When Endeavour took over, a lot of new jobs started to come in, and it was nice doing new things,' Garry says.

'Fifty years of working has been great. I've learnt new tasks around here, along with making some friends.'

Throughout the years, Garry built a reputation as a father figure for many younger men who work at the site.

'I do it because that's how I was raised – be nice to everybody. It doesn't matter their background. We're all as one.'

On a winner

Our Wacol Business Solutions has won a government contract that creates employment opportunities for people with disability while helping keep the racing industry fair.

The Queensland Racing Integrity Commission (QRIC) carries out 20,000 urine and blood tests each year at more than 1,800 race meetings, with scientists looking for prohibited substances.

Workers at our social enterprise will pack and deliver the testing kits, meaning QRIC's scientists will have more time to carry out the work they do best, while Endeavour Foundation's supported employees get to work on a whole new product line.

'The contract with QRIC provides new employment for more than half-a-dozen supported employees, as the work is quite technical.

'It's meaningful employment for the employees who do it. When we do our final quality checks, we usually find the work we've done is faultless.'

The process involved a lot of care to ensure the correct testing kits ended up in the correct packages with the right information. 'It's very technical so you've got to do it very slowly and not mess up.'



Unlocking every opportunity

Eddie loves to stay active in the community and volunteers as a local firefighter.

After his work on the railways dried up, he was eager to find a new job opportunity with the help of the Community Solution Group (CSG) Disability Employment Services team.

Eddie throws himself into every opportunity. Fortunately, he has access to support and training to help him find work, thanks to the CSG team in Rockhampton.

When CSG has a local event, Eddie always chips in to gain experience completing different tasks and meeting new people. He's also the perfect person to make sure these events are accessible to everyone.

'I walk around and look at if you were in a wheelchair, how would you get into places that don't have wheelchair access?' says Eddie.

CSG Rockhampton team member Margi says Eddie's eagerness to take up any opportunity shows that he really wants to work.

'He has always been one of my favourite people,' says Margi. 'Eddie's smile and enthusiasm are infectious, and he has always been keen for involvement with events.'

Margi searched for the right job opportunity to allow Eddie to put his skills to use and be around

a great team. She struck gold with Liam, Dealer Principal of the local Central Isuzu, who needed a part-time yard worker. One of his team members had the great idea of exploring the opportunity to hire someone with a disability.

So, Margi connected Liam with Eddie, and, as a result, Eddie started his employment with Central Isuzu. 'It's been my experience that if you give people the opportunity to gain employment, they become an enormous advocate to the business,' says Liam.

Bronach is another CSG team member who works closely with Liam and Eddie to ensure Eddie has all the support he needs to smash out his tasks.

Each week, Bronach heads out to Central Isuzu to see Eddie, and sometimes she even jumps on the tools to help him clean the trucks.

'Bronach comes out and usually spends a good two to three hours a week with Eddie and works alongside him, which I find incredible,' says Liam.

Eddie quickly settled into his new role cleaning trucks at Central Isuzu. His eagerness to learn, work and be a part of the team is genuinely valued in the workplace.

'Eddie's attitude is very refreshing,' says Liam, 'He really appreciates the opportunities that he's given... he's always happy, always up for a chat.'

Living | Independently

Housing is one of the toughest challenges faced by people with disability in this country. Despite living in a prosperous nation, there is a chronic shortage of quality accessible housing on the open market, particularly for those on a low fixed income.

Changing this is an urgent priority for Endeavour Foundation. We strongly believe people with disability are entitled to accessible and secure homes – there are few rights more basic.

That's why we've launched the most significant spending initiative in Endeavour Foundation's 70-year history. Our My Home My Life initiative will see Endeavour Foundation build 70 new homes and renovate 26 existing homes to provide more than 350 people with the opportunity to live more independently.

A place to call home

Soaring real estate prices and an undersupply of accessible accommodation have led to a housing crisis for people with disability.

Many people with intellectual disability are living at home with ageing parents, some of whom need support themselves.

With most new homes in Australia not built to accessible standards, finding suitable accommodation in the open rental market is becoming an increasing challenge for many people with disability, particularly as many are on low incomes.

Currently, 5600 Australians with disability, aged under 65, live in aged care and demand for Specialist Disability Accommodation (SDA) far outstrips the housing available for NDIS participants. In Queensland alone, there are more than 1700 people estimated to need SDA.

The critical situation has prompted Endeavour Foundation to launch the biggest spending initiative in our organisation's 70-year history.

The \$45 million My Home My Life (MHML) initiative will see Endeavour Foundation build over 70 new homes and renovate a further 26 existing homes across Queensland, providing 359 people with the opportunity to live more independently.

Momentum remained strong during 2020-21, with MHML delivering 17 home refreshes, nine renovations and 15 new homes built across all Supported Independent Living regions in Queensland.

That effort involved 225 staff helping 147 people we support to transition through the changes, with 45% of people either moving into temporary accommodation while their home is renovated or built.

Everyone is supported during the process with a dedicated project plan outlining individual needs and highlighting design specifications required. This plan includes maintaining continuity of care, ensuring people continue to receive their usual daily supports, and attending activities and work. It also factors in other lifestyle details such as transport arrangements and medical appointments, right down to provisions for their pets.

Team members execute the project plan from across Endeavour Foundation with an array of internal and external stakeholders to ensure people are supported through the process, including families, guardians, clinicians, government agencies, builders, removalists, real estate agents and local area committees.

New and renovated homes are all built to the NDIS SDA Design Standard and the platinum standard of the Livable Housing Australia guidelines. They include wider corridors and doorways, large accessible bathrooms and bedrooms, open plan kitchens with appliances that can be used sitting or standing, non-slip flooring and ensuring there are no steps.

Assistive technologies such as help alarms are included in all bedrooms and bathrooms. Safety and security features mean people can live as independently as possible but know that help is available when needed.

Next steps

In 2021-22, the Property Strategy and Asset teams expect to spend \$2.69 million to buy land and build five homes by July 2022 in Brisbane North, Gold Coast, Sunshine Coast and Toowoomba.

On top of this, \$8.9 million will be allocated to plan and build 13 new developments on existing land plus another \$3.9 million to renovate 15 properties.



Townsville's Three Amigos



Townsville's 'Three Amigos' – John, Malcolm, and Brendan – have lived and worked together for 20 years. For the past 10 years they've been living in a private rental.

Soon, they'll no longer have to worry about their landlord selling up or the lease coming to an end because they're going to have a permanent, fully accessible home in Hermit Park.

John was excited to have a new home in a quiet area. 'It'll be good with a new patio for me and a big garden. I want to grow some carrots, tomatoes, lemon trees and nice gardens out the front.

'It's the start of a new beginning. It'll be nice to have all of us guys live in this house – it'll be a bunch of blokes doing business. It means a lot for everybody, for my mates and my friends.'

Coping with complexity

Times of uncertainty can cause increased anxiety, confusion, and distress for everyone, particularly those people with communication difficulties, and reduced cognitive or social understanding.

The pandemic response has caused major changes in the way many services are provided to people with disability, in some instances resulting in new, different, or increased behaviours of concern.

Endeavour Foundation's swift response was to form a multi-disciplinary Complex Support Team that provides advice and best practice support for staff and people with disability. The team comprises Behaviour Support Advisors, Social Workers and Disability Practice Specialists.

Their work aims to build the capacity of frontline staff and ensure people requiring complex support have their human rights upheld and their safety ensured.

This person-centred approach uses behavioural, psychosocial and risk assessments of people with complex support needs to develop strategies and resources to assist in managing behaviours of concern.

Keeping up the check-ups

Our Home services have taken a strong focus on learnings and improvements that flowed from an insightful Health Check program.

Practice Health Checks and Quality Health Checks, led by our Quality Practice Improvement (QPI) team, have provided valued oversight and review of our practices, from both a compliance and a practice perspective. They also provided significant development opportunities for our Home Site Supervisors (HSS) by having experts from the QPI team on site to explain policies, procedures and best practice.

Our frontline teams are leading practice changes in response to the Health Checks, with HSS and Portfolio Managers working towards better outcomes for the people we support.

QPI team members will continue to roll out these thorough reviews based on interviews with people we support, frontline employees and leaders; completing a review of individual and service documentation; and observing how standards are integrated into day-to-day activities.

WIFI

To: Kerin McMahan Kim Moyes

Hey #teampossible,

I thought I would send u all an update on the Wi-Fi.

It's very early days yet and we are slowly introducing people to video clips of funny animals as well as scary Halloween pranks as they are all so very interested in the Halloween this year.

There has been some resistance to changing the channel of the TV from channel 7 but we are slowly working on it. Overall, it has been a very positive experience.

We have updated all Bronwyn's gadgets and will be getting her a Spotify account very soon or we may just get an account for the house. We have introduced Netflix.

The look on Andrew's face when we were showing him wrestling videos on YouTube was priceless.

Thanks again for including us in the Wi-Fi rollout. It is very much appreciated. Now people can watch their favourite singers video clips or even just listen to the song. Their world has expanded. We will look for educational material to access on TV's and devices also.

Kind regards

Scott Boland

Targeting digital dilemmas

Madison 'Maddie' Beresford has been working on a mission for the Online Safety Academy – to improve online safety skills.

Our Service Design team developed the academy thanks to a grant from the eSafety Commissioner to improve online safety skills and awareness. The academy shows people we support how to safely navigate the digital world.

'It makes me feel really upset that people with disability get put down online and they're seen as an easy target. That makes them more likely to be a victim than people without disability,' says Maddie.

She cautions to always watch out for people asking for your personal information. If you're not sure, go to someone you know and trust.

'If a friend came to me for advice, I'd say to my friend don't give out your bank details. Go to someone you trust because this person asking for information is going to hack your bank account.'

The Online Safety Academy covers different modules, including cyberbullying, scams, recognising dangerous links, and your rights and responsibilities online.

To make it more engaging, learning is 'gamified', so participants practise what they learn through quizzes and progress through stages until they get to the final rank of Secret Agent.

The Online Safety Academy is a free online resource available to anyone who wants to learn to become safer online.

Head to endeavour.com.au/Online-Safety today to give it a go!



Connecting | with the Community

To be part of a community, people must feel they are genuinely included. Endeavour Foundation is a proud leader of disability learning.

Our programs support the development of life skills, as well as passion projects for thousands of people with disability.

We build the confidence for people to enjoy greater interaction with their community, helping them to feel they truly belong.

Dream believers

They would be little things for some, but they mean so much to the people who matter.

Endeavour Foundation staff went above and beyond to turn possibilities into reality for the people we support.

On the Gold Coast, this meant a family reunion that was a long time coming. A person we support gave birth to her son 19 years ago while at an Endeavour Foundation service at Burleigh Heads. Her son went into the Children's Services system from birth and his mother hadn't seen him since. After a lengthy process, mother and son have been reunited and now have regular contact.

People we support at one accommodation service on the Sunshine Coast have had limited engagement with their families due to psychosocial issues.

So, staff began thinking outside the box to develop suitable engagement and skill-building exercises. The solution was – literally – chicken feed. Three people have chosen to take on the responsibility for the chickens and have found it to be both fun and great stress relief. The chickens have proven to be a powerful way to address feelings of isolation and loneliness.

On the Gold Coast, dreams came true as staff supported our people participating in activities as diverse as deep-sea fishing and helicopter rides to achieve their NDIS goals.

Facing up to new reality

Instead of getting bogged down in the difficulties of the pandemic, Endeavour Foundation has embraced the challenge of creating multiple opportunities to connect with the people we support and their families in different ways.

For the first time, services have taken advantage of video calling to increase contact with families, friends, and allied health professionals. With potential pitfalls overcome, results have been so encouraging that the broader use of technology will be embedded in our future.

Driven to succeed

The 2021 Great Endeavour One Day Rally, held in Kilcoy on the May long weekend, broke previous fundraising milestones by raising a total of \$32,079. Funds were directed to the development of modules within the Virtual Reality Learning program dedicated to driving.

One participant in the event represented the potential for what this could be – Michael, a young man with intellectual disability.

Michael pushed himself through more than 500 hours of practice to finally earn his licence. Within days, he had used our event as his first full adventure on the road because he wanted both to enjoy the fun of the rally and to help his peers to achieve a similar goal.



Two for the show

What's better than an Endeavour Foundation all-abilities Battle of the Bands show? The chance to see two shows in one year!

When COVID-19 forced the temporary cancellation of the planned 2020 event, in true showbiz tradition Endeavour Foundation decided the show must go on – virtually.

For the first time, Battle of the Bands went out live to the world online, with 184 performers with disability across 21 acts getting the chance to show off their musical talents in a new way. Organisers figured that if Taylor Swift and The Kid Laroi could do it, surely we could, too.

Fittingly, the online extravaganza went ahead on December 3, International Day of People with Disability, delighting performers and audiences alike.

There may have been no stage but just getting the chance to sing was still a thrill for people like Jayden Sturgess, who'd performed with The Windsorellas at Eatons Hill Hotel the previous year.

'Just being able to sing is great ... when I sing, it makes me feel blessed,' says Jayden.

The encore came in June when our music-minded people again strutted their stuff for a concert to celebrate Endeavour Foundation's 70th birthday. More than 100 performers across 16 acts showed off their talents, taking on songs by legends such as John Denver, The Beach Boys and Elvis Presley. Some unveiled original compositions.

Cameron, from Toowoomba's K Springers, summed up the collective spirit of the event. 'People with disability can do anything we put our minds to. If people want to judge us, they should judge us the right way – on our ability to rock out!'

CEO Andrew Donne agreed. 'People with disability are often told what they can't do, and Battle of the Bands focusses on ability, empowering participants to show the world what they can do.

'Battle of the Bands is an avenue for Australians with disability to explore their musical potential and reach for their dreams.'

Biloela community backs day service



When Biloela local, Aileen Trace, was searching for support services for her adult son Mark, who has intellectual disability, she found there was little available in town.

'Mark was very lucky to move to Endeavour Foundation's supported accommodation in Gladstone when he finished high school,' Aileen said. 'There was nothing for him in Biloela' said Aileen, pictured here with Site Manager Katie Cantlay.

Aileen and her fellow advocates at the Biloela Reference Group decided they wanted more for their community and after raising enough funds to establish a new day service, they contacted Endeavour Foundation about trialling a L&L hub in the town.

'Many country families don't have the means or time to travel an hour and a half away to Gladstone or elsewhere for suitable NDIS services,' Aileen said.

'I see the Learning and Lifestyle service as the next step of a person's education after high school, by receiving structured learning programs.'

Thanks to the efforts of the Biloela Reference Group, people with disability in 'Bilo' now have access to state-of-the-art technology, including Virtual Reality Learning tools offering people the option to practise skills in a safe environment before taking them out into the real world.

Seven locals with disability have accessed the Biloela L&L day service since the trial began in February this year, demonstrating the power of community action to make a difference in people's lives.

In country Australia, support services for people with disability can be thin on the ground, but when the community bands together, they can achieve great things.

Dot's volunteer work makes all the difference



Our journey towards creating brighter futures for people would not have been possible without the extraordinary help of volunteers.

Dot McLellan's experiences over the years as a volunteer gives us a unique perspective on Endeavour Foundation's continuing legacy.

Dot's personal connection with disability support services began when her daughter, Jayne, was born with mild cerebral palsy.

'I started volunteering as a teacher's aide, and the more I got involved the more I loved it. It's the best thing I have ever done,' Dot said.

'When you have a child with a disability, it can be daunting until you find the right people.'

'We received so much support and because of that, Jayne is confident and independent.'

Dot finds volunteering incredibly rewarding – 'whatever you give you get 10 times back'.

'It's the best thing I've ever done, she says.'

Thank you to all our volunteers for their tremendous efforts over the past seven decades to make possibilities a reality.

Driving force for students



A high-tech initiative is taking Endeavour Foundation back to our roots in education and ensuring regional and rural school kids benefit from the latest in learning.

By the end of calendar 2021, Endeavour Foundation will have rolled out 17 Virtual Reality Learning (VRL) hubs to regional schools, from Miles in the Surat Basin to Cairns in Far North Queensland.

The drive has been backed by \$100,000 in funding from Arrow Energy and \$150,000 from the Gladys Myrtle Brown Charitable Trust.

Driving VRL into schools is Service Design and Implementation partner Chris Beaumont, who wants to ensure regional and rural students get a taste of the high-tech hubs before they leave school.

'We originally developed these VRL tools for our adult Learning and Lifestyle day services, however, they're perfect for school students,' Chris says. 'It feels like you're playing a game while you're learning.'

As part of the VR package, each school receives a fast-gaming computer, VR headset, software and training to run their choice of VR learning programs.

The Service Design team has worked with Queensland University of Technology (QUT) and other developers to create unique VRL tools to teach people a range of life and work-related skills including how to use an ATM, catch public transport, and even drive a car or forklift.

'One school in the Surat Basin has already begun to incorporate them into their biology lessons by using them to explore simulations of human body cells,' Chris says.

'It's our hope that schools, children, and their parents will see the value in this kind of learning and look to Endeavour Foundation's services when considering post-school options.'

What do the schools think?

It was awesome, sometimes I get sidetracked and VR might help me focus longer.

KAYDEN
MILES STATE HIGH SCHOOL STUDENT

I thought it was a good thing to learn how it works in a game. I hope I will learn how to get better using public transport in the city with this technology.'

JACOB
DALBY STATE SCHOOL STUDENT

Students who have had access to this technology thanks to Endeavour Foundation have had early entry experience to industry, smoothing their success pathway into the future. Being able to learn through the simulated scenarios, workplace and tasks in 3D will open doors and create opportunities for our young people.

CHRISTOPHER ZILM
CAIRNS STATE HIGH SCHOOL EXECUTIVE PRINCIPAL

Strategic Priorities | and Highlights

Strategic vision

Our ability to adapt to changing circumstances has driven Endeavour Foundation for 70 years and will continue to underpin our progression. It's this characteristic that will help to propel us into the person-centred organisation that's the first choice for people with an intellectual disability and their support network.

2020 saw the launch of Endeavour Foundation's first five-year Strategic Plan. The plan has defined a service development roadmap out to 2025, which will guide the organisation's response to challenges and risks.

Our vision in 2025 is to be the leading not-for-profit provider of a range of human services in Australia, specialising in the disability sector. The Strategic Plan 2020-25 and the associated Annual Operating Plans are the paths we will follow.

To sustainably grow over this period, we will continue to extend our capabilities within our existing geographic footprint while exploring opportunities generated by increased demand in new areas.

We will also continue to focus on building solutions to diversify revenue streams in response to changes in NDIS funding models.

Our five-year strategic plan provides a roadmap to:

- Maintain and defend our core business through transforming into a truly customer-led organisation
- Nurture emerging opportunities through sustainably growing our business to maintain market share and consolidate our presence
- Generate longer-term profitable growth through becoming an industry leading not-for-profit.

Our aims are broken into five broad themes, all comprising actions that affect everyday activities in Endeavour Foundation workplaces. They dovetail into the broad goal of making life easier for our frontline staff and the people they support:

1. Connect with customers
2. Provide safe service delivery
3. Develop our people
4. Deliver occupational excellence
5. Operate financially sustainable businesses

Strategic highlights

Connecting with customers

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 can genuinely deliver the supports people most need, want and value to be able to live their best life.

FY2020-21 Highlights

- My Home My Life initiative– 15 new homes built, 13 land parcels acquired
- Risk Management Plan developed and implemented
- Employment Services DES growth strategy developed and implemented
- Group Training Organisation (GTO) growth and market strategy for apprentices and trainees developed and implemented
- 40% of our supported employees transitioned to new the Australian Disability Enterprise funding model.

The power of one

Integral to helping the people we support live their best lives is our focus on the individual. This year, Endeavour Foundation was excited to relaunch our Individual Support Plan (ISP) tool with an all-new, person-centred, holistic approach.

The ISP process is an opportunity for the people we support and their families to be involved from scratch in the preparation, development, and evaluation of how we provide support. People can choose the supports they need to ensure they achieve their NDIS goals.

We've developed new tools for frontline teams and the people we support to make planning as simple, streamlined, and easy as possible.

Our collaborative approach ensures everyone has an ISP meeting regardless of what supports they receive and what services they access. Implementation of ISP management through Carelink led to 94% of people in Home services having a current plan.

Selling our story

The Marketing team used their skills and imagination throughout the year to share Endeavour Foundation activities to the broadest possible audience.

Marketing managed to secure more than \$800,000 in Advertising Value Equivalent media and social media coverage in just two activities – the first virtual Battle of the Bands (\$331,000) and the first year of the My Home My Life initiative (\$533,000).

The Marketing team's organisational magic was also on display at 55 events in three states which they coordinated to mark Endeavour Foundation's 70th birthday.

Marketing also was responsible for the successful launch of the Imagine What's Possible competition, with 375 entrants detailing their dreams. The team also participated in 14 virtual and in-person events for the people we support and four events for commercial customers, including a Waste Expo and Online Buyability Conference.

A satisfying score

Maintaining customer satisfaction in an environment shaped by myriad factors, many beyond our control, can be challenging and the results daunting.

The customer always comes first at Community Solutions Group (CSG) and implementing a Net Promoter Score (NPS) is an internationally regarded measurement of receiving an honest appraisal from the people we support.

CSG this year polled people to determine our NPS. We were keen to understand how satisfied they were with their experience and how likely they would be to recommend CSG. We set a goal of 50 and were encouraged to record an initial NPS of 49.4.

Results ultimately provided us with valuable insights and actionable areas which we will target for improvement. We'll keep working to raise that score to new heights.

A better experience

Our Sales team in collaboration with the Service Delivery team initiated a project that will allow customer-focused teams to provide a first-rate service experience, manage sales, leads and prospects throughout the customer journey, from initial inquiry through to onboarding.

This will assist Endeavour Foundation to increase our customer base in line with the five-year strategy.



Support is closer than you think

Marissa Nankivell, Manager Community (Windsor Learning and Lifestyle) says her door is always open and her lolly jar is always full!

She is one of more than 40 Mental Health First-Aiders within Endeavour Foundation, who are trained and ready to offer support if you are not quite feeling your normal self.

As Marissa points out, that's the time to reach out to someone – when they're just not feeling right and the feeling becomes more constant.

'We all have good and bad days but it's when that "not quite right" feeling becomes more constant that you need to act,' Marissa says.

Marissa undertook a two-day course earlier this year to become an Accredited Mental Health First-Aider.

'It helps me in my role just about every day and has given me extra tools in my toolbox to help both my staff and the people we support.

'My senses are heightened I suppose you could say, and I can recognise the signs when people need that extra support.

'It's important to understand that people experience mental health struggles differently.

There's not a checklist of standard symptoms. An anxiety or panic attack looks different for everyone.'

As Marissa points out, her role certainly does not take the place of health professionals but does provide support and direction to get people extra help if needed.

'It gives me great pride and purpose to be able to assist people around me and to provide a safe and confidential place for people to talk...and a well stocked lolly jar and tissues.'

Roll out the barrel

Endeavour Foundation's Anniversary Lottery is always a high point on the yearly prize home calendar.

Our 2020-21 Anniversary home was deemed the best Anniversary property in our history and broke ticket sales records by offering the 'escape to a new world' style dream home our amazing supporters want – especially during the pandemic.

Throughout the year we also broke records for the strongest web sales in one day, increased brand awareness of our lotteries program and supported people with intellectual disability on programs including the Today Show Extra, Morning Show and Studio Ten.

Moving to a barrel draw has been popular with supporters and we now live-stream our lottery draws via our Facebook page, with appropriate governance in place.

Providing safe services

By focusing on improving the way we safeguard and monitor safety through policies and procedures, we can provide safe services, operations, facilities, and workplaces compliant with all regulatory and legislative expectations.

FY2020-21 Highlights

- Five-year property strategy developed
- Building compliance on track with final close-out scheduled for FY22
- NDIA re-certification obtained
- Development of a program to reduce preventable harm under way through improvements in RiskMan, data analysis, research, review and audits
- Fleet management and replacement program implemented to plan.

Practice reviews and interventions

Providing quality services in a safe environment with care and skill for people with disability is not just an important obligation for all NDIS providers – it's fundamental to the rights of people with disability.

Where issues have emerged, Practice Reviews contribute to safeguarding and improving the

standard of support provided to ensure they align with NDIS practice standards. Each review focuses on understanding the factors contributing to all stakeholders' experience of a service.

Improving interactions

Our Complex Support Team continues to raise awareness of unauthorised restrictive practices in our interactions with the people we support.

By identifying, reporting and measuring progress, we can more clearly see where we need to provide greater or more tailored support, helping to eliminate unauthorised restrictive practices.

This cultural change has delivered a 5% year-on-year reduction, and with the leadership of the Complex Support Team we are seeking even greater reductions.

Our efforts to date have received positive feedback from senior clinical advisors from the NDIS Quality and Safeguards Commission.

Managing medications

For many disability service providers, complex medication management processes are a major focus for ongoing improvement.

While Endeavour Foundation continues to work hard to improve medication safety, the Quality and Practice Improvement team is also designing contemporary medication management practices to reduce harm and restrictive practices.

Maintaining our assets

More than 14,000 maintenance work orders were carried out during 2020-21, clearing a backlog on the previous year and processing requests based on risk, condition and criticality.

A fitter fleet

Endeavour Foundation continued our drive for a modern vehicle fleet, replacing 48 older vehicles with modern, fit-for-purpose versions.

The new vehicles offer increased safety through modern technology, providing suitable vehicles to transport the people we support while reducing operational and maintenance costs.

Developing our people

Our workforce strategy is about ensuring investment in the most important asset we have – our people. We focus on developing capability and experience to ensure we continue to build a skilled, healthy and safe workforce for the benefit of the people we support.

FY2020-21 Highlights

- Strategic Workforce Management Plan under development
- Progress made to develop a positive people experience, including developing retention strategies, implementation of Service Level Agreements and Performance Partnerships framework
- Leadership program developed and implemented
- Executive coaching, development and succession planning in place.

Leading the way

Targeted development programs focused on building leadership capability at all levels are being introduced across the organisation.

In partnership with industry experts over the next three years, we are delivering a range of programs for existing and aspiring leaders.

- Frontline Leaders – leaders of individuals
- Middle Line Leaders – leaders of units
- Senior Leaders – leaders of functions
- Executive Leaders – leaders of the organisation

The Leading@Endeavour suite of programs includes a combination of peer-review feedback, coaching, interactions with the board and the broader organisation, along with a tailored education program for each of the leadership horizons.

As at the end of 2020-21 we had more than 100 leaders participate in these development programs.

In 2021-22 we will expand the development suite to include Home Site Supervisors, with training tailored to this new hybrid position.

Listening to our people

To thrive as an organisation, Endeavour Foundation appreciates we must not only understand the experiences of our employees but incorporate their valuable feedback into our progress.

In 2020-21 we implemented the Employee Feedback Strategy to ensure we can understand our employees' experiences from the day they start with us through to the day they depart.

Using the Culture Amp tool, we can check in and confirm that employees feel engaged and connected to the purpose of Endeavour Foundation. We know that employees who are engaged ensure a more positive experience for people we support.

Areas of focus within the platform include employee experience, engagement and effectiveness.

Filling the skill sets

Endeavour Foundation is committed to equipping frontline staff with the training needed to constantly refine their skills.

Our Home services have responded with enthusiasm to the new Home Site Supervisors Development and Leadership training through the Institute of Management and Leaders.

The Home services roll-out of Certificate III courses in individual support, delivered in partnership with TAFE Queensland, has been similarly well received by support workers.

The process has underlined the wealth of corporate knowledge in Endeavour Foundation. Eight staff have received all 12 required units as recognition of prior learning, which means they have earned industry qualifications with minimal time spent away from frontline services.

Our Home services have been driving further development in all levels of leadership to better understand Supported Independent Living as an organisational priority, in partnership with Endeavour Foundation's NDIS team.

There has also been a strong focus on succession planning at all levels of leadership in our Home services, again minimising the potential for disruption to services.

Support workers supported

The Practice Education Program is designed to grow our support workers by providing technical training and qualifications to lead to more confident and competent service delivery.

Supporting careers

Community Solutions Group (CSG) has made changes to its call centre, cross-training and upskilling employees so they can work in both supporter sales and in the customer support centre team.

This means a clear career path for our caring call centre team, and greater flexibility for them to work wherever needed.

Bursaries boost skills

Twenty-six bursaries totalling more than \$50,000 were awarded to staff in 2020-21. The CEO Bursary Program is part of our ongoing commitment to our team's personal and professional development and has received a strong positive response from the Employee Engagement Survey.

The program is open to all permanent employees with a minimum of one year's service, including full-time and part-time staff and supported employees.

The Bursary covers all development courses from a Master's degree to a one-day or shorter course to boost skills development.

And the winner is ...us!

Endeavour Foundation has been honoured to win the prestigious LearnX Award for Best Learning Management System.

The LearnX Live! Awards are an international program that recognises multiple fields within learning, development and talent management across the corporate, education and public-service sectors.

Each year the awards uncover incredible projects and solutions that deliver best practice and business value.

Kudos, too, for the Talent Acquisition team, who were nominated for Talent Team of the Year in the Seek Talent Acquisition Recognition (STAR) Awards 2021. Caroline Draper was nominated for Talent Acquisition Leader of the Year at the same awards.

The STAR Awards celebrate the integral role talent and hiring teams play in the success of their organisations.

Respect for candidates

Endeavour Foundation has made a commitment to the Circle Back Initiative to improve the experience our candidates receive after submitting a job application.

The Circle Back Initiative is a collection of employers and recruitment agencies who commit to responding to every job applicant.

We believe employers should treat applicants with dignity and provide an experience that maximises the positive feeling our brand engenders.

Under the Circle Back Initiative Standards, we aim to provide all candidates who progress to the interview stage with verbal feedback.

Developing operational excellence

As a person-centred organisation, we aim to deliver an integrated and consistent experience for the people we support. This means the ability to be responsive to people's needs and have the resilience to deal with challenging and unprecedented events.

FY2020-21 Highlights

- Thrive Learning @ Work launched, which delivered 78 lessons over 10 programs for supported employees
- Specialist NDIS Growth Plan completed, with ongoing quarterly reviews
- Expansion plan for Registered Training Organisation (RTO) into Queensland under way
- Contract Management System implemented and rolled out
- Network connectivity improvements delivered to 43 sites
- Printer and desktop refresh programs completed.

Streamlining operations

Community Solutions Group (CSG) set itself the daunting task of rationalising the more than 40 separate programs under its management, with a focus on strengthening core activities and those achieving the best performance. The intent was to better align services with broader Endeavour Foundation capabilities and establish a more consistent customer base.

Under the CSG Redesign five separate entities were merged into two to reduce secretarial, administrative, and financial reporting complexities. Parallel corporate services from within CSG were also integrated with the broader Endeavour Foundation service teams, with a minimum of disruption to CSG business throughout the transition.

Many exited services were transitioned to alternative providers, dramatically reducing any community and customer impacts.

The redesign was one of the factors that contributed to CSG services delivering record net outcomes.

Coming together

As part of the Community Solutions Group (CSG) Redesign the Torgas and Acclaim businesses were blended into one Group Training Organisation (GTO) registered in March 2021.

This now gives us the right structure and strategic focus to grow our apprentice and trainee caseload numbers in the key growth regions of Cairns, Townsville, Sunshine Coast and Brisbane.

On the same page

Endeavour Foundation's Information and Communication Technology (ICT) department works in close partnership with each division, in recognition of the foundational role ICT plays for all parts of our organisation.

To lead the way forward, the ICT roadmap was developed to ensure alignment with organisational objectives and needs, and key ICT service management processes were established to provide a better level of internal customer service.

New governance groups oversee delivery of the three-year ICT strategic plan and assess solutions to ensure they fit with enterprise architecture, align with strategy, provide value and, most importantly, address business requirements.

Managing risk

2020-21 saw implementation of a new Risk Management Framework. It was supported by the introduction of an education and awareness program designed to improve employees' understanding and application of risk-reduction management processes.

We are also working to introduce an Integrated Risk Management System incorporating risk, business continuity planning, assurance, compliance, and third-party vendor risk.

Throughout our organisation, 28 Risk Champions were engaged to progress risk management.

Eyes on the prize

Lotteries project management improvements are supporting the push for longer lead times to deliver aspirational prize homes.

A new sales platform, better analytics and marketing automation have delivered a more efficient process for ticket sales, transactions and customer service updates.

We have also dedicated more resources to improved content showcasing our prizes, lottery winners and, above all, our cause and the people we support. The content strategy also features a new ambassador program developed to deliver opportunities for people we support to speak for themselves. Content also highlights the need to support programs and services we offer that aren't fully funded by the NDIS.

Business Solutions sites on track

Another breakthrough productivity initiative has been achieved for Endeavour Foundation Business Solutions.

The Business Solutions Performance Optimisation tool is a tracking process conducted for each site, giving each social enterprise a better understanding of their weekly production, sales, margin and employment opportunities for supported employees.

It's now core to the performance of the employment portfolio.

Documented success

As part of the drive to ensure user-friendly systems, we have implemented an improved Document Management System and on-site training for frontline leaders who rely on it.

Among many improvements it features a simplified search function and a new document hierarchy that better identifies the order and relationship between different documents.

ICT keep us up-to-date

As part of delivering workplaces that are reliable, accessible and easy to use, ICT commenced improving network connections at priority locations including new and renovated homes in the My Home My Life initiative and several other employment and community sites where network services were not functioning effectively.

New laptops were delivered to more than 90% of sites, increasing the ease for support workers to access shared services and replacing outdated and insecure equipment.

Fifty-two sites had new network connections installed, providing WIFI for people we support and staff.

Colour printers were deployed to all regional centres, enabling reliable printing in Home services.

Making the upgrade

Change is the only constant in IT, so system and software upgrades are also an important focus.

A refreshed Carelink now features digitised Individual Support Plans (ISPs) and RiskMan to support enhanced NDIS compliance reporting.

Implementation of ISP management through the Carelink Plus system has helped ensure 94% of people we support in our Home services have current plans.

Carelink enhancements are continuing, improving productivity that enables frontline workers to spend more time with people we support

Work also continues across the organisation to progress multiple projects that will deliver better systems, functionality, and efficiency.

Paying off in the long run

Portable Long Service Leave for workers in many industries, including the disability sector, came into force on January 1, 2021. Implementing the new legislation was a mammoth task, involving the reconciliation and review of more than 1,500 employee records to ensure they received their proper entitlements.

At the same time, streamlined payroll data processing was centralised across the organisation.

Pathways planning for ICT

Skills Framework for the Information Age was rolled out to our ICT department. Once fully embedded this global standard framework will assist in workforce planning, recruitment and deployment of staff, career path frameworks and skills assessments.

Procedures tick right boxes

To ensure our successful re-registration as an NDIS provider, a full review of the organisation's Policies and Procedures was undertaken. This was required to demonstrate compliance with NDIS Practice Standards for the relevant registration groups, which are determined by the types of services and supports Endeavour Foundation delivers.

Updated Policies and Procedures now incorporate the NDIS Practice Standards, which determine the national standards and expectations of registered providers.

Privacy framework arrives

Endeavour Foundation has enhanced our ability to manage data privacy and respond to information requests, with the implementation of a Group Privacy Framework during 2020-21. It includes our Privacy Policy, a comprehensive Compliance Manual and associated tools. We responded to 14 requests for information relating to people we support and completed six privacy impact analyses during the year.

New tech a winner

Professional development and training for Lotteries staff have concentrated on marketing automation and analytics with technological advancements from our new platform.

Improvements to data accessibility and a sharper understanding of what our Lotteries supporters are looking for have helped increase sales and improve marketing.

An ongoing development plan will see further improvements in how supporters interact with our Lotteries in the next year; and a continued focus on explaining how buying a ticket is linked to our core mission of making dreams a reality.



Out of landfill

Endeavour Foundation's initiatives to divert waste from landfill are providing benefits far beyond the positive environmental effects.

Our recycling operations across Queensland generate meaningful employment for people with disability. The programs help employees understand how to engage with co-workers and supervisors in a commercial environment, developing skills needed to enter the open workforce. Our experience also has shown that supported employees become highly skilled at disassembling equipment and greatly enjoy these tasks.

Income derived from the disposal process goes into the circular economy – it's invested in funding operations to offer a wider variety of work options that improve job satisfaction for supported employees.

Recycling operations

In 2020/ 2021, Endeavour Foundation's recycling operations processed over 13,000 tonnes, comprised of 2688t corrugated cardboard, 1464t paper, 900t e-Waste, 600t textiles, 395t plastics, 1715t glass, 1496t metals, 2310t commons (lowgrade paper/cardboard), and over 1400t of general household goods.

Endeavour Foundation will continue to seek opportunities to reduce waste to landfill and repurpose materials.

Document destruction and paper shredding

As one of the largest document destruction services in Queensland, operating from nine locations across the state, we deliver confidential destruction, shredding and recycling solutions tailored to specific business requirements. In 2020/2021, we processed 1464t paper into 100% recycled biodegradable and environmentally safe products.

eWaste recycling

Through its eWaste partnerships, Endeavour Foundation has successfully established processing sites in Townsville, Redcliffe, and Southport. These sites dismantle more than 70t of eWaste per month and employ over 80 locals with disability. Endeavour Foundation continues to explore additional eWaste partnerships.

Mattress dismantling

Endeavour Foundation operates mattress dismantling programs for councils in Sunshine Coast, Cassowary Coast, Hinchinbrook and Mareeba shires, dismantling over 21,800 mattresses from July 2020 to June 2021.

We are in discussions with several other regional councils to expand the program in 2021/22.

Operating financially sustainable businesses

Financially sustainability requires us to be efficient within our NDIS funding framework and ensure funds generated by fundraising efforts can be devoted to improving services.

FY2020-21 Highlights

- Group Treasury Policy approved and published
- Strategic Procurement Category plans developed and implemented
- Future of Work strategic framework developed
- Mergers and Acquisitions Framework approved and initial market assessment completed
- Lottery Platform replaced
- Community Solutions Group (CSG) redesign completed.

Contract Management System

A new tailored contract management system was implemented in 2020-21, enabling us to efficiently manage the 400 active contracts in place at any time and simplify renewal reporting.

Expected benefits include cost savings, increased contract compliance, risk reduction and innovation flowing from improved supplier performance levels.

App slashes red tape

Decades of frustratingly labour-intensive expenses recording are coming to an end with the introduction of an Expenses Management System (EMS) app for frontline support workers.

The EMS app developed in 2020-21 replaces an outdated and time-consuming process and is designed to give people more time focused on providing support instead of doing paperwork.

Rollout of the user-friendly app-based system will start with staff in Home services and is expected to halve the estimated 35,000 hours each year staff spend on recording expenses.

Insurance savings

Endeavour Foundation successfully negotiated an average premium increase of less than 6%, compared to the industry average of 23%.

Significantly there was no increase in our Industrial Special Risk (property insurance), recognising the fantastic work achieved in property, plant and equipment improvements over the year.

Getting ready to grow

Establishing simplified and scalable ICT solutions as identified in the ICT three-year strategic plan is positioning Endeavour Foundation to capitalise on future growth opportunities.

Further automation of back-office capabilities and establishing digital ways of working will also release staff to perform more valuable customer-facing activities.

Remuneration Framework

To create and maintain a competitive advantage in the markets where we operate Endeavour Foundation must ensure that we can attract and retain staff, while ensuring our rates of pay are sustainably supported.

With this in mind, in 2020-21 a Remuneration Framework was implemented to ensure all Individual Employment Contract roles were evaluated using Hay Methodology, enabling us to remain competitive both internally and externally.

A tougher ask

Tax-deductible giving data indicates the average donation increased from \$846 (2017/2018) to \$933 in 2018/2019, the most recent year analysed. However, there was also an approximate 4% decrease in the number of donors at the same time, which is a concern for the charitable sector.

The COVID-19 pandemic also continues to impact fundraising events such as the Great Endeavour Rally and Melbourne Cup. In response to this our fundraising team will be implementing a Major Gift Program, with research suggesting that affluent Australians are giving more than ever.

Star performers

Our Lotteries team will continue to review our current offers, plus the types and location of prizes, to ensure engaging content and prizes our supporter base wants.

Continual development of marketing automation, further understanding of what our supporters are looking for and how their purchases make a difference will remain the focus for the next financial year.

Our loyalty program, Star Supporters, will have a stronger focus over the next year to enhance what the program offers. Research into our Star Supporters and what they desire in today's climate is ongoing and this will continue to shape the program.

Guarding against cyber attacks

Protecting our organisation from cyber security threats is more important than ever in the current climate as large-scale, organised attacks are increasing, along with rising costs of these incursions.

Our ICT team is implementing an Information Security Management System that aligns with international standards and is designed to defend the privacy of enterprise data and systems.

As part of Endeavour Foundation's cyber safety defences, we have improved security protection for information assets by meeting the ISO27001 compliance requirements for establishing, implementing, maintaining, and continually improving information security management systems.

We've also heightened our security awareness training and robust incident management processes and more than 30 legacy servers have been decommissioned to reduce security and operational risks.



A lifelong partnership

When Ross White first moved to Brisbane as a 14-year-old in 1960, he couldn't read, write, or speak.

But Ross, who retired after 59 years with Endeavour Foundation, still remembers the country race meets he attended as a boy, where beautiful horses would cover crowds of thirsty punters in clouds of outback dust.

Growing up with an intellectual disability in western Queensland in the 1950s meant little support impacting Ross's development.

His sister, Gladys, recalls her father saying, 'Ross needs special care, so we'd better find it for him' and they moved to Brisbane.

A family friend showed them a newspaper clipping about a school that could help Ross – Bowen House.

Principal Thelma McConnel saw huge potential and in just a year, he had his first job, at the printing press in Bowen Hills. When he finished up at Geebung, Ross had worked for Endeavour Foundation for an astonishing 59 years.

'If we'd have stayed in the country, he'd have never had that opportunity,' Gladys says. 'Endeavour Foundation has been the greatest organisation for him.'

Ross's memory of the teacher who changed his life is still strong. And he recalls how his love of horses began as a youngster.

'I remember Mrs McConnel. She was real good. I used to ring up and say hello to her every now and then [after she retired].'

'Many years ago my cousin in country Cunnamulla. He had a horse and he said you can have a go – so I did. Now, I got a white appaloosa – a big white one – in the paddock called Cal.'

Ross's retirement present was a custom artwork commissioned by CEO Andrew Donne and created by QArt, depicting Ross and Cal crossing the finish line at Melbourne Cup.

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 pursuing our corporate objectives. This is defined in the Endeavour Foundation constitution and embraced within our business strategy.

Legal Structure

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

Registered NDIS service provider

As a registered NDIS service provider, our governance structures are aligned with NDIS registration requirements overseen by the NDIS Quality and Safeguards Commission (NDIS Commission).

Legislative compliance

Policies, procedures and operations all adhere to legislated disability service, employment, training and education standards and frameworks. They are reviewed regularly to ensure they are relevant and appropriate to the current needs of the people we support.

Endeavour Foundation membership

Our 885 members are mainly the family members and carers of past and present people we support and share an interest in issues affecting the lives of people with disability. Members are entitled to vote in the annual Area Committee elections.

We seek to maintain close relationships with local support groups and with families and carers. They are encouraged regularly to provide feedback on the effectiveness and appropriateness of services, either by talking directly to staff or via feedback channels.

Board of Directors

Endeavour Foundation is governed by a volunteer Board of Directors both elected and appointed. Our constitution stipulates that we must always have more elected Directors (who are generally people with lived experience) than appointed Directors. They provide a balance of corporate expertise and lived experience of disability. Five of our current directors have lived experience of disability as a sibling, parent or the in-law of a person with disability.

Following 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.

To assist in executing its responsibility, the Board forms the Nominations, Remuneration and Governance Committee, Client Service Committee, Audit & Risk Committee and the Information & Communication Technology Committee.

National Council

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

The National Council consists of the Chair and one elected member from each Area Committee. It has a national, consultative focus allowing additional stakeholders to provide input to the direction of Endeavour Foundation. It ensures that the interests and concerns of each Area Committee are represented at a national level.

National Council responsibilities include the review of guidelines, processes, procedures and policies, identifying and discussing 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. Other than current staff or former staff who Endeavour Foundation has employed within the last 24 months, members 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. All members of the Area Committees vote Elected Directors to the Endeavour Foundation Board as part of the annual election process.

Area Committees are connected to issues affecting people in their respective geographical areas. They provide feedback on 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, vital to achieving Endeavour Foundation's goals on behalf of the people we support.

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 feedback on the effectiveness and appropriateness of local services directly to staff or via the Area Committee structure. They do not play a role in the day-to-day management of Endeavour Foundation or its services.

Area Committees also act as a consultative mechanism providing local feedback and information related to government and community initiatives impacting people with disability, their families, 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 governance, internal control, and risk and compliance issues. Implementation of the program is subject to ongoing review by the Audit & Risk Committee.

Internal Audit reviews are designed to assist management in developing 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 operating effectively.

Audit & Risk Committee

The Board of Directors Audit & Risk Committee is responsible for overseeing 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 continuously improving our risk management practice, our Risk Appetite Statement, Risk Management Framework, policies and procedures are regularly reviewed and updated.

Client Services Committee

The Board of Directors 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 process.

Concerns and complaints

Endeavour Foundation acknowledges that we have an essential responsibility to assist and empower people to be aware of and to act on their rights.

We provide people with accessible information about raising concerns or making a complaint to Endeavour Foundation's Customer Safeguarding team, to an external Whistleblower Service (BDO), NDIS Quality and Safeguards Commission or the Disability Royal Commission.

Our Whistleblower Policy offers a confidential and protective framework so that people can report alleged improper or corrupt conduct about any aspect of the organisation's services without fear of reprisal. The policy intends to encourage and enable employees and others to raise concerns over such incidents to address and correct the situation.

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).

This commitment and adherence to related Disability Services Standards are demonstrated by 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
CHAIRMAN



Yvonne Keane
DEPUTY CHAIR



Richard Boys



Dr Paul Currie



Scott Ellis



Beverley Knowles



Pedro Mendiola



Rodney Schulz



Elizabeth Jameson

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 Chair of Australian Cotton Research and Development Corporation, Chair of McLean Farms 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 AM

DEPUTY CHAIR

Appointed to the Board 25 June 2014

Yvonne is CEO of Reimagine Australia, the leading national organisation supporting children with developmental delay or disability and their families. Under her leadership, Reimagine Australia delivered the first 10-year roadmap for early childhood intervention on behalf of the Australian Government. Yvonne is founding Chair of The Sanctuary Shelter, which leads the sector for outcomes for women and children transitioning to safer lives. She has served as mayor of her community and 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.

Richard Boys

BComm, MBA, MAICD

Appointed to the Board 4 October 2018. Resigned from the Board 5 July 2021.

Richard has over 30 years' experience as a CFO 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 directorship experience in private and public companies having 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. Richard has an MBA from Deakin University, has completed the Advanced Management Program at Oxford University, 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 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.

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 has managed change and led complex projects across public and private sectors in health, education, philanthropy, governance, branding and community engagement. She's held major corporate public relations and marketing roles and consulted to organisations in diverse industries for over 20 years. Her commitment to people with disability began when she joined the NetworkQ board in 1999, followed by the board of VATMI Industries in 2005. Beverley was elected Chair of Endeavour's Victoria Area Committee in 2013 and Deputy Chair of National Council in 2017. She has been a board member of for-profit and not-for-profit organisations for 30 years and currently holds board and advisory roles in heart health and in adult and community education.

Pedro Mendiola

BE (Hons) GDMgt, MIEAust, RPEQ, CPEng

Appointed to the Board 22 November 2013

Pedro is an Associate Director in professional services company AECOM Australia and has worked for over 30 years in civil and water infrastructure in private practice and government. He has been a member of the North Queensland Area Committee of Endeavour Foundation for 10 years and an Endeavour Foundation Board member for 8 years. He is president of a North Queensland cultural organisation. His sister, Ana, is a long-term customer of Endeavour Foundation. As part of the Board that positioned Endeavour Foundation well for the introduction of the NDIS, he is now keen to ensure that we continue to offer our customers the best opportunities we can.

Rodney Schulz

DipT, BEd

Appointed to the Board 26 November 2018

Rodney is a retired educator with experience in specialist programs for children from the bush. He has consulted to 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, which later became part of Endeavour Foundation. He is passionate about system reform to better serve our vulnerable citizens to live meaningful lives in their communities. He is committed to ensuring Endeavour Foundation remains sustainable and responsive to the people it supports and their families, a crucial part of the care process.

Elizabeth Jameson AM

BA Law (Hons), BA (Japanese), LSDA, FAICD

Appointed to the Board 13 October 2020

Elizabeth is a portfolio director, respected governance consultant and experienced corporate/commercial lawyer by background. In 2002 she founded a national governance consultancy, Board Matters. She was until 2020 a leading facilitator for a range of national and international governance programs for the Australian Institute of Company Directors. Her board portfolio is driven by her passion for the social purpose sector. She is President of RACQ, Chair of Queensland Theatre and a Board member of Queensland outback focused charity, John Villiers Trust. Endeavour Foundation welcomed Elizabeth back in 2020 after having previously served as a director from 1992 to 1997. She is a Life Member of Endeavour Foundation with a long family history through her parents Dr Marie and Mr Bill Jameson.

Current Executive | Leadership Team



David Blower

Interim Chief Executive Officer
and Executive General Manager
FINANCE AND RISK



Bradley Cameron

Executive General Manager
**STRATEGY AND
DEVELOPMENT**



Brendan Klasen

Executive General Manager
**INFORMATION AND
COMMUNICATION
TECHNOLOGY**



Tom Mangan

Executive General Manager
**COMMUNITY
SOLUTIONS GROUP**



Shannon Richards

Executive General Manager
PEOPLE AND CULTURE



Eric Teed

Acting Executive
General Manager
SERVICE DELIVERY



Steve Waters

Executive General Manager
SALES AND MARKETING

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

Driven by our values, our executive leadership team focuses on Endeavour Foundation playing a leading role in a disability sector that is constantly evolving after the introduction of the NDIS.

The team blends their corporate knowledge of our organisation with the latest developments in business practices to ensure we remain a pacesetter in the sector. They constantly refine our Annual Operating Plans and day-to-day activities to keep us on the path mapped out by our over-arching five-year strategic plan.

During the past year, there have been several changes to the team.

In August 2021, Tom Mangan was promoted from within to take over as Executive General Manager of Community Solutions Group. Tom has over 30 years' experience in the employment, recruitment, and community sectors, with significant leadership roles at state and national levels.

In May 2021, Shannon Richards took over from Paula Holden as Executive General Manager People and Culture. Shannon has 28 years of experience in public sector, mining, manufacturing, health, oil and gas, and professional services. She is highly regarded for leadership on complex people management issues, developing and delivering operational and cultural transformation programs.

Kerin McMahon, the Executive General Manager of Service Delivery, also left during 2020-21, with Eric Teed acting as Kerin's replacement.

After almost two decades of service, CEO Andrew Donne retired at the end of August 2021. He reformed our services, people and systems for the NDIS, and we thank him for his dedication and expertise.

The consolidated annual financial statements of the Endeavour Foundation Group for the financial year ended 30 June 2021 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 are presented below.

The Group recorded an operating surplus for the current financial year of \$29,627,000 compared to an operating surplus of \$33,008,000 in the previous year. This operating result was achieved primarily due to the following factors:

- a significant decline in the operating results from Service Delivery due to decreased revenues and increased operating costs as a result of forced COVID-19 closures and restrictions placed on normal service delivery, which was further exacerbated by a reduction in the pricing structure for the delivery of Supported Independent Living (SIL) services;
- the receipt of subsidies under the Federal Government's JobKeeper program of \$26,479,000 (2020: \$19,113,000), which after the payment of wages top-up expenses had a net impact of \$19,217,000 (2020: \$14,031,000) on the operating result for the year. This off-sets 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, due mainly to increased job search and placement activities by individuals impacted by COVID-19 business closures;
- 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 general fundraising activities and the discontinuance of the unprofitable Retail Store operations at the end of the previous financial period;
- increased corporate costs associated with the implementation of improved IT security management systems and compliance projects; 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 \$582,000 was \$30,209,000. The income from non-operating items in the current period included gains on the disposal of properties of \$349,000 and non-recurrent government capital grants of \$233,000. In the previous year the Group recorded a comparative net surplus for the year of \$36,443,000 after recognising non-operating items of \$3,435,000, comprising gains on the disposal of properties of \$3,105,000 and non-recurrent government capital grants of \$330,000.

Financial highlights

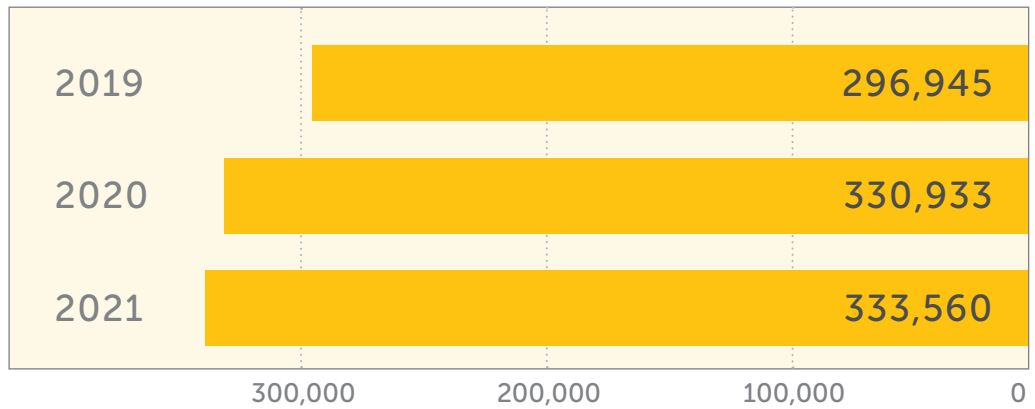
Income Statement

Operating revenues increased in total by a modest \$2,627,000 or 0.8% over the prior year, to a new record level of \$333,560,000, due in part to the receipt of extra subsidies under the Federal Government's JobKeeper program of \$26,479,000 (2020: \$19,113,000), and a change in the mix of revenue streams from parts of the business that were impacted by COVID-19 lockdowns. Sales of good and services and National Disability Insurance Scheme (NDIS) revenues at \$210,693,000 decreased by \$7,381,000 or 3.4%, compared to \$218,074,000 in the prior period, which was partly off-set by an increase in revenues from fundraising activities of \$3,812,000 (\$39,176,000 in the current period compared to \$35,364,000 in the prior period).

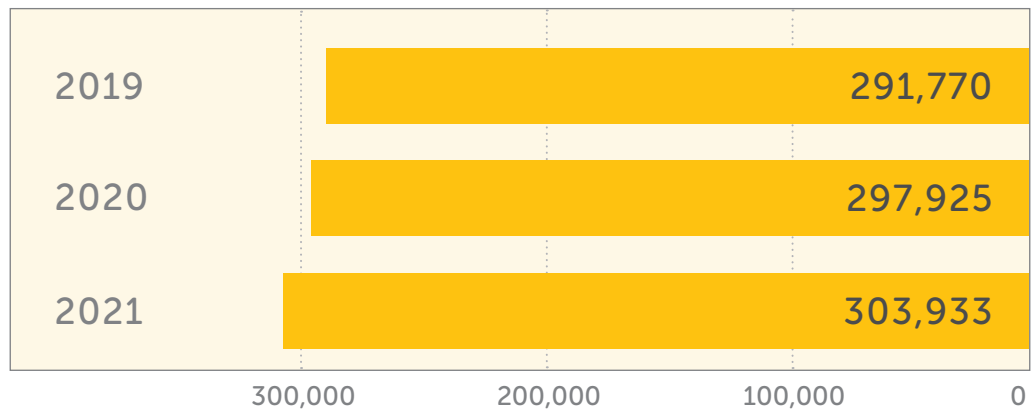
Despite the transition to the NDIS, the Group continues to rely in part on both the Federal and State Governments to help fund the services it provides to its customers, with government subsidies, excluding JobKeeper subsidies, representing 13.2% of total operating revenue (2020: 13.4%). Government subsidies, excluding JobKeeper subsidies, decreased marginally to \$43,954,000 compared to government subsidies of \$44,295,000 received in the prior period.

Operating expenses increased by 2.0%, or \$6,008,000 to \$303,933,000 for the year, due in part to increased costs associated with the delivery of services at COVID-19 impacted sites, off-set by a decrease in the cost of goods sold due to the COVID-19 impacted site closures of Supported Employment services and the containment of all non-essential operating expenses in response to the operational uncertainties imposed by COVID-19.

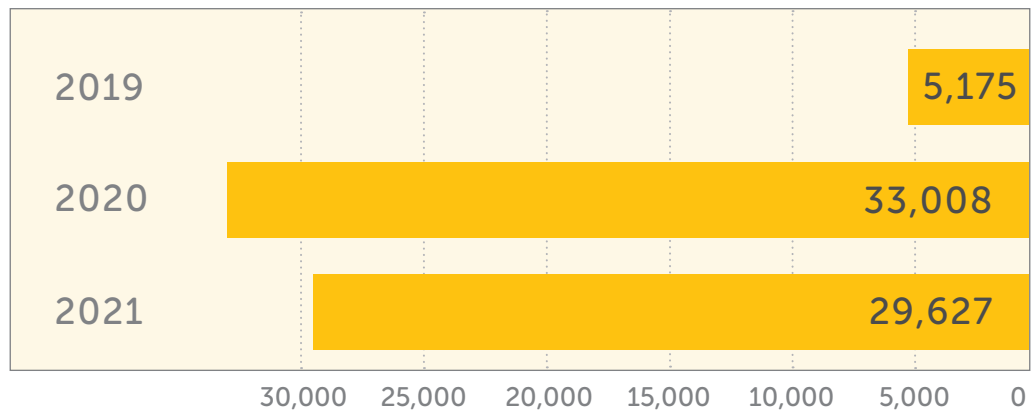
Operating Revenue
(\$'000)



Operating Expenses
(\$'000)



Operating Surplus
(\$'000)



The resultant gap between the 0.8% increase in revenues and the 2.0% increase in expenses flowed through to record a lower operating surplus for the year of \$29,627,000.

Non-recurrent government capital expenditure grants and gains on disposal of surplus properties of \$582,000 (2020: \$3,435,000) continue to provide some cash supplement for capital asset acquisitions and improvements. The total capital expenditure spend on property was however \$21,081,000 (2020: \$10,217,000), 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 2021, 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 \$76,581,000 at balance date (2020 net current assets of \$64,424,000).

The year-end cash balance of \$94,190,000 includes quarantined cash of \$4,987,000. The quarantined cash balance represents revenue received in advance which is available for draw down only once the services have actually been delivered.

The balance sheet remains strong with total equity increasing by \$31,480,000 to \$207,776,000, 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 \$20,364,000 (2020: \$53,472,000), due largely to the effect of the decrease in the net surplus for the year and movements in working capital funding requirements.

Net cash utilised by investing activities at \$24,980,000 (2020: \$7,609,000) reflects an increased cash spend

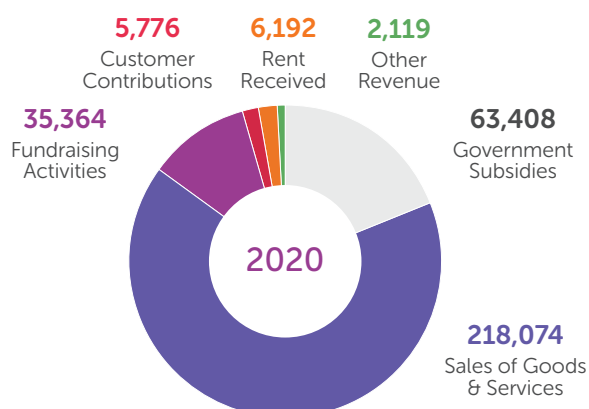
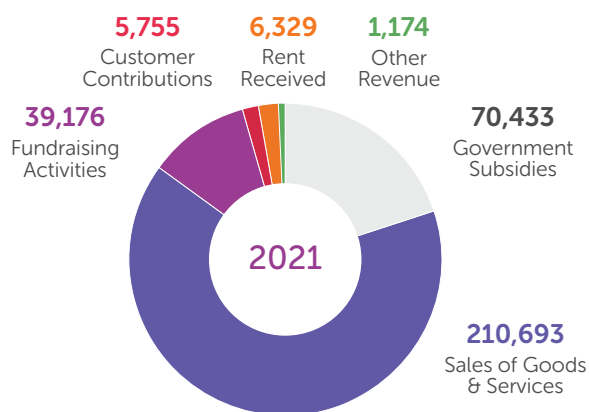
under the My Home, My Life initiative, which will see \$45m invested in renovating 26 existing homes and building 70 new accessible homes over four years.

The net cash generated from operating activities, was insufficient to fully cover the significant increased net cash spend on investing activities of \$24,980,000 and the net cash spend on financing activities of \$2,420,000, resulting in a \$7,036,000 decrease in the cash and bank balances for the year, to record a closing cash balance of \$94,190,000 at period end.

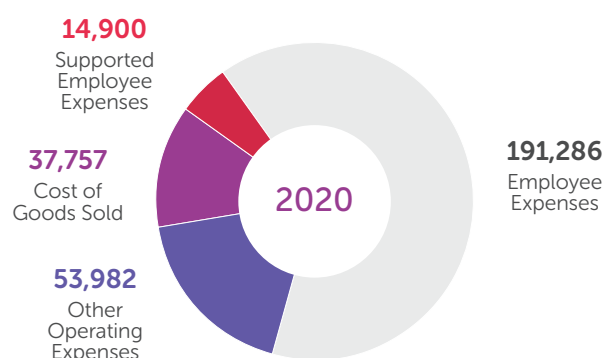
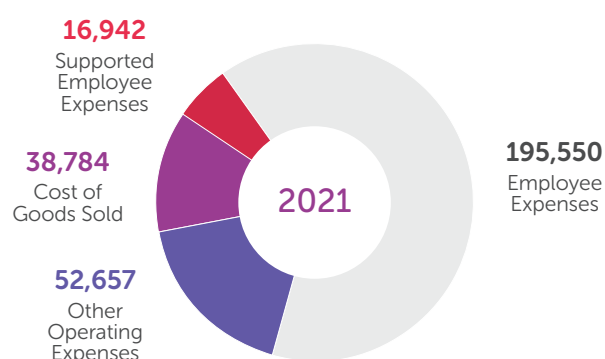
Audited Financial Report

The audited full statutory Annual Financial Report for the year ended 30 June 2021 is available as a separate document. A Summary Financial Report, which is an extract of the audited full statutory Annual Financial Report, is included in the final section of this Annual Report. The full statutory Annual Financial Report is available to members upon request and without charge, by phoning 07 3908 7100 or may be downloaded from www.endeavour.com.au.

Operating Revenue (\$'000)



Operating Expenses (\$'000)



Five year | Summary Financial Performance

	2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000
Operating Revenues	333,560	330,933	296,945	286,090	280,670
Operating Expenses	(303,933)	(297,925)	(291,770)	(285,142)	(276,667)
Operating Surplus	29,627	33,008	5,175	948	4,003
Government capital expenditure grants and other capital donations	233	330	201	664	426
Significant bequests	-	-	9,253	-	968
Gain on sale of properties	349	3,105	1,154	807	2,823
Refund of salary packaging fee	-	-	-	-	(4,740)
Net surplus for the year	30,209	36,443	15,783	2,419	3,480

Five year | Summary Financial Position

	2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000
Assets					
Current assets	122,901	130,940	89,675	74,954	65,250
Non-current assets	135,503	117,358	111,197	101,435	109,086
Total Assets	258,404	248,298	200,872	176,389	174,336
Liabilities					
Current liabilities	46,320	66,516	56,083	47,119	48,338
Non-current liabilities	4,308	5,486	4,119	4,345	3,918
Total Liabilities	50,628	72,002	60,202	51,464	52,256
Net Assets	207,776	176,296	140,670	124,925	122,080

Summary | Financial Report

For the year ended 30 June 2021

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 2021. 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 2021 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 2021 Annual Financial Report can be requested by telephone 07 3908 7100 or may also be downloaded from www.endeavour.com.au

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Directors' | Report

For the year ended 30 June 2021

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 2021 and the Auditor's Report thereon.

Directors

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

Name	Qualifications and Special Responsibilities	Experience (in years)	
		Board of Directors	Area Committee
Current at 30 June 2021			
Richard George Andrew Haire (Independent Director) (4 October 2018)	BEcon, Grad Dip Corp Mgt, FAICD Chair Chair of Nominations, Remuneration & Governance Committee Member of Information & Communication Technologies Committee	3	-
Yvonne Dianne Keane (Independent Director) (25 June 2014)	Deputy Chair Member of Nominations, Remuneration & Governance Committee Member of Client Services Committee	7	-
Elizabeth Marie Jameson (Independent Director) (13 October 2020)	BA Law (Hons), BA, FAICD, MQLS Member of Nominations, Remuneration & Governance Committee (appointed 31/05/2021)	1	-
Peter Richard Boys (Independent Director) (5 September 2018)	BComm, MBA, MAICD Chair of Information & Communication Technologies Committee Member of Audit & Risk Committee	3	-
Paul Denis Currie (Elected Director) (18 December 2017)	BSC (Hons), PhD (Physics) Chair of Client Services Committee	7	11
Scott Robinson Elton Ellis (Elected Director) (22 November 2013)	BBus, ASA, AAICD Chair of Audit & Risk Committee Member of Nominations, Remuneration & Governance Committee	8	21
Beverley Narelle Knowles (Elected Director) (20 November 2017)	BA, DipEd, MMktg, FAICD Member of Audit & Risk Committee	4	8
Pedro Mendiola (Elected Director) (22 November 2013)	BE (Hons), GDMgt, MIEAust, RPEQ, CPEng Member of Audit & Risk Committee	8	10
Rodney Louis Schulz (Elected Director) (26 November 2018)	DipT, BEd Member of Client Services Committee Member of Information & Communication Technologies Committee	3	6
Past Directors who served during the year			
Anthony George Bellas (Independent Director) (14 February 2011 to 13 October 2020)	BEcon, Dip Ed, MBA, FAICD, FCPA, FGS Member Client Services Committee Member Nominations, Remuneration & Governance Committee	9	-

Directors' | Report (continued)

For the year ended 30 June 2021

Appointments or resignations since the end of the financial year

Peter Richard Boys Resigned 5 July 2021
(Independent Director)
(5 September 2018)

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 & Governance 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	1	1	1	1	-	-	-	-	-	-
P R Boys	7	7	-	-	-	-	5	5	5	5
P D Currie	7	7	-	-	3	3	-	-	-	-
S R E Ellis	7	7	3	3	-	-	5	5	-	-
R G A Haire	7	7	3	3	-	1	-	2	5	5
E M Jameson	6	4	-	2	-	-	-	-	-	-
Y D Keane	7	6	3	3	3	2	-	-	-	-
B N Knowles	7	7	-	-	-	-	5	5	-	-
P Mendiolea	7	7	-	-	-	-	5	5	-	-
R L Schulz	7	6	-	-	3	3	-	-	5	5

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 & Governance 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.

Directors' | Report (continued)

For the year ended 30 June 2021

Details of each Board committee are as follows:

Nominations, Remuneration & Governance Committee

The Nominations, Remuneration & Governance Committee (previously 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 matters related to the corporate governance structures of the Company and the selection, appointment and succession planning process for the Chief Executive Officer (CEO), including conducting an annual review of the CEO's performance and remuneration.

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

- Mr R G A Haire (Chair)
- Mr A G Bellas (ceased 13/10/2020)
- Mr S R E Ellis
- Ms E M Jameson (appointed 31/05/2021)
- 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 (ceased 13/10/2020)
- 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 (ceased 05/07/2021)
- Ms B N Knowles
- Mr P Mendiola

Information & Communication Technologies Committee

The Information & Communication Technologies Committee (ICT Committee) 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.

Directors' | Report (continued)

For the year ended 30 June 2021

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

- Mr R G A Haire (Chair) (appointed as Chair 05/07/2021)
- Mr P R Boys (Chair) (ceased 05/07/2021)
- Mr R L Schulz
- Mr C Tuesley (Non Board Member)

Principal Activity and Objectives

The principal activities of the Endeavour Foundation Group during the year were the provision of support services to people with a disability, with a particular focus on people with an intellectual disability, including Residential Accommodation & Support Services, Learning & Lifestyle Support Services, 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 \$29,627,000 compared to an operating surplus of \$33,008,000 in the previous year. This operating result was achieved primarily due to the following factors:

- a significant decline in the operating results from Service Delivery due to decreased revenues and increased operating costs as a result of forced COVID-19 closures and restrictions placed on normal service delivery, which was further exacerbated by a reduction in the pricing structure for the delivery of Supported Independent Living (SIL) services;
- the receipt of subsidies under the Federal Government's JobKeeper program of \$26,479,000 (2020: \$19,113,000), which after the payment of wages top-up expenses had a net impact of \$19,217,000 (2020: \$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;

Directors' | Report (continued)

For the year ended 30 June 2021

- a significant doubling of the operating surplus from the Community Solutions Group entities during the year, due mainly to increased job search and placement activities by individuals impacted by COVID-19 business closures;
- 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 general fundraising activities and the discontinuance of the unprofitable Retail Store operations at the end of the previous financial period;
- increased corporate costs associated with the implementation of improved IT security management systems and compliance projects; 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 \$582,000 was \$30,209,000. The income from non-operating items in the current period included gains on the disposal of properties of \$349,000 and non-recurrent government capital grants of \$233,000. In the previous year the Group recorded a comparative net surplus for the year of \$36,443,000 after recognising non-operating items of \$3,435,000, comprising gains on the disposal of properties of \$3,105,000 and non-recurrent government capital grants of \$330,000.

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 2021 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).

Directors' | Report (continued)

For the year ended 30 June 2021

Indemnification and Insurance of Officers

Indemnification

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

Insurance

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

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

Non-audit services

During the year KPMG, the Group's auditor, has performed certain other services in addition to their statutory duties.

The Board has considered the non-audit services provided during the year and is satisfied that the provision of those non-audit services during the year by the auditor is compatible with, and did not compromise, the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 for the following reason:

- All non-audit services are subject to the corporate governance procedures adopted by Endeavour Foundation and are reviewed by the Audit & Risk Committee to ensure they do not impact the integrity and objectivity of the auditor.

Details of amounts paid to the auditor of the Group, KPMG, and its related practices for audit and non-audit services provided during the year are set out in note 3 to the full Annual Financial Report.

Auditor's Independence Declaration

The Auditor's Independence Declaration is set out on page 8 of the full Annual Financial Report and forms part of the Directors' Report.

Rounding

The Company is of a kind referred to in ASIC Corporations (*Rounding in Financial/Directors' Reports*) Instrument 2016/191 dated 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, 11th October 2021

Consolidated | Balance Sheet

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Current assets			
Cash and cash equivalents	4	94,190	101,226
Trade and other receivables		15,487	18,347
Inventories		10,098	7,972
Other current assets		3,126	2,507
Assets classified as held-for-sale		-	888
Total current assets		122,901	130,940
Non-current assets			
Investments		1,983	1,961
Net defined benefit plan asset		2,595	1,809
Other intangible assets		521	953
Investment properties		-	341
Property, plant & equipment		130,404	112,294
Total non-current assets		135,503	117,358
Total assets		258,404	248,298
Current liabilities			
Trade and other payables		16,342	21,170
Lease liability		1,216	2,351
Revenue received in advance		4,924	20,274
Provision for employee entitlements		23,838	22,721
Total current liabilities		46,320	66,516
Non-current liabilities			
Lease liability		522	1,602
Provision for employee entitlements		3,786	3,884
Total non-current liabilities		4,308	5,486
Total liabilities		50,628	72,002
Net assets		207,776	176,296
Equity			
Reserves		396	396
Retained earnings		207,380	175,900
Total equity		207,776	176,296

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 2021

	Note	2021 \$'000	2020 \$'000
Revenue			
Sale of goods and services		210,693	218,074
Fundraising activities		39,176	35,364
Service user contributions		5,755	5,776
Government subsidies		70,433	63,408
Rent received		6,329	6,192
Interest income		358	766
Other revenue		816	1,353
	3	333,560	330,933
Expenses			
Cost of goods sold & commercial fundraising activities		(38,784)	(37,757)
Employee expenses		(195,550)	(191,286)
Supported employee expenses		(16,942)	(14,900)
Utilities & leased property expenses		(8,697)	(9,257)
Transport expenses		(5,246)	(5,036)
Maintenance expenses		(13,952)	(11,917)
Household consumables		(2,031)	(1,973)
Depreciation & amortisation expenses		(10,558)	(12,443)
Other expenses		(12,173)	(13,356)
		(303,933)	(297,925)
Operating surplus			
		29,627	33,008
Government capital expenditure grants and other capital donations	3	233	330
Gain on disposal of properties	3	349	3,105
Net surplus for the year		30,209	36,443

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 2021

	2021 \$'000	2020 \$'000
Net surplus for the year	30,209	36,443
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Net increase/(decrease) in fair value of investments	376	(256)
Realised (loss)/gains on disposal of investments	(8)	56
Actuarial adjustment to defined benefit superannuation plan	903	(617)
Other comprehensive income for the year	1,271	(817)
Total comprehensive income for the year	31,480	35,626

Consolidated | Statement of Changes in Equity

For the year ended 30 June 2021

	Subsidies reserve \$'000	Retained earnings \$'000	Total Equity \$'000
Total equity at 30 June 2019	396	140,274	140,670
Total comprehensive income for the year	-	35,626	35,626
Total equity at 30 June 2020	396	175,900	176,296
Total comprehensive income for the year	-	31,480	31,480
Total equity at 30 June 2021	396	207,380	207,776

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 2021

	2021 \$'000 Inflows (Outflows)	2020 \$'000 Inflows (Outflows)
Cash flows from operating activities		
Cash receipts in the course of operations	327,609	338,546
Cash payments to suppliers & employees	(308,682)	(287,309)
Dividends received	73	134
Interest received	383	758
Legacies & bequests received	981	1,343
Net cash provided by operating activities	20,364	53,472
Cash flows from investing activities		
Acquisition of property, plant & equipment	(27,017)	(12,843)
Acquisition of intangible assets	(87)	(323)
Acquisition of investments	(530)	(267)
Proceeds from disposal of property, plant & equipment	767	5,162
Proceeds from disposal of investment properties	567	-
Proceeds from sale of investments	876	373
Proceeds from non-operational capital grants and donations	444	289
Net cash utilised by investing activities	(24,980)	(7,609)
Cash flows from financing activities		
Lease payments	(2,420)	(3,461)
Net cash utilised by financing activities	(2,420)	(3,461)
Net (decrease)/increase in cash held	(7,036)	42,402
Cash at the beginning of the financial year	101,226	58,824
Cash at the end of the financial year	94,190	101,226
Comprising:		
Untied cash	89,203	80,850
Quarantined cash	4,987	20,376
	94,190	101,226

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 2021

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 Company is a Registered Charity with the Australian Charities and Not-for-profits Commission. 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 2021 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 11th October 2021.

(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, where appropriate, 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 2021

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 2021

	2021 \$'000	2020 \$'000
3. Operating Revenue and Other Income		
Sale of goods and services – other	42,318	47,473
Sale of goods and services – NDIS revenues	168,375	170,601
	210,693	218,074
Fundraising activities		
- Commercial fundraising activities	35,926	32,062
- Donations & appeals	738	1,293
- Special functions	288	370
- Bequests & legacies	980	1,343
- Community grants	1,244	296
	39,176	35,364
Service user contributions		
- Accommodation and Fee for Service	4,839	5,040
- Learning & Lifestyle	70	66
- Transport	846	670
	5,755	5,776
State Government subsidies	12,509	16,172
Federal Government subsidies - other	31,445	28,123
Federal Government subsidies - JobKeeper program	26,479	19,113
Rent received	6,329	6,192
Dividend income	73	134
Interest income	358	766
Other revenue	743	1,219
Total operating revenue	333,560	330,933
Non-operating items		
Gambling Community Benefit Fund capital grants	233	330
Gain on disposal of property	305	3,105
Gain on sale of investment property	44	-
	582	3,435
Total revenue and other income for the period	334,142	334,368

Notes | to the Financial Statements (continued)

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
4. Cash and Cash Equivalents		
Untied cash	89,203	80,850
Quarantined cash	4,987	20,376
	94,190	101,226

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.

	2021 %	2020 %
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		
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 (see Note 29).

^ As part of a corporate restructure, these entities had ceased trading by 30 June 2021 and are in the process of being deregistered.

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 an intellectual disability, through the provision of grants to fund research, scholarships and other education opportunities in the academic and research arenas relevant to the Australian disability sector.

Notes | to the Financial Statements (continued)

For the year ended 30 June 2021

6. Group Entities (continued)

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

Acclaim Apprentices and Trainees Limited, a company limited by guarantee, provides a range of apprenticeship and traineeship qualifications and employment placement support. The entity was acquired through a business combination on 30 September 2014. The company executed a corporate restructure deed, effective 1 April 2021, transferring all of its ongoing operating activities and all of its operating assets and liabilities, with the exception of any land and buildings and cash assets which were transferred to Endeavour Foundation, to Community Solutions Group Ltd (a fellow wholly controlled entity of 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.

National Disability Living Solutions Limited, a company limited by guarantee, provided and managed built environment solutions for people with a 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. The company executed a corporate restructure deed, effective 1 July 2021, transferring all of its ongoing operating activities and all of its operating assets and liabilities, with the exception of any cash assets which were transferred to Endeavour Foundation, to Community Solutions Group Ltd (a fellow wholly controlled entity of 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.

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. The company executed a corporate restructure deed, effective 1 April 2021, transferring all of its ongoing operating activities and all of its operating assets and liabilities, with the exception of any land and buildings and cash assets which were transferred to Endeavour Foundation, to Community Solutions Group Ltd (a fellow wholly controlled entity of 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.

Notes | to the Financial Statements (continued)

For the year ended 30 June 2021

7. Parent Entity Disclosures

As at, and throughout the financial year ending 30 June 2021, the parent company of the Group was Endeavour Foundation.

Results of the parent entity

	2021 \$'000	2020 \$'000
Net surplus for the year	17,297	31,311
Other comprehensive income	903	(617)
Transfer of subsidiary retained earnings on corporate restructure	12,405	1,787
Total comprehensive income for the year	30,605	32,481

Financial position of the parent entity at year end

Current assets	95,019	101,099
Total assets	233,738	219,441
Current liabilities	41,189	56,355
Total liabilities	54,935	71,243

Total equity of the parent entity comprising

Subsidies reserve	396	396
Retained earnings	178,407	147,802
Total equity	178,803	148,198

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 2021 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 2021

In the opinion of the Directors of Endeavour Foundation ("the Company"):

- (a) the Company is classified as not publicly accountable under *AASB 1053 Application of Tiers of Australian Accounting Standards* for purposes of preparing this financial report;
- (b) the summary consolidated financial statements and notes set out on pages 54 to 63 are derived from the full annual financial report of Endeavour Foundation for the year ended 30 June 2021. 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 2021 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
11th October 2021

Independent | Auditor's Report

For the year ended 30 June 2021



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 2021. 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 2021;
- 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 11 October 2021.

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 2021



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.

Responsibility 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 2021.

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, 11th October 2021

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

Arrow Energy

Australian Army Battalion 7CSSB

Canon Business Solutions

CBC Facilities Maintenance Pty Ltd

CoAct Employment

CGU

Edmen Group

Queensland University of Technology

Redback Technologies

Quest Apartments Cannon Hill

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

Aileen Trace & Biloela Reference Group

Aurizon Community Grant Program

Australia Post Community Program

Australian Government Business Events Grant

Australian Government Department of Social Services

Australian Government Stronger Communities Programme

Banana Shire Council

Biloela Medical Centre

Brazil Family Foundation

Bundaberg Regional Council

Carol Le Maitre

Castle Hill RSL Club - CHRC

Catherine Ellen Carter Memorial Fund

Community Enterprise Foundation – Mareeba
Dimbulah Investment Grant Program

Condamine Medical Centre

Deafness Foundation

Edith Lewis Trust

eSafety Commissioner – Online Safety Program

Flannery Foundation

Gladstone Foundation

Gladys Myrtle Brown Charitable Trust

Gold Coast City Council

Hart Family Perpetual Trust

Huckle Family

Jim Buchanan

Keidge Charitable Trust (on behalf of Ira Josey Peace)

Kenneth Gordon and Edith Anderson Memorial Trust

Lesley Dickinson Charitable Trust

Moxon Trust

Mrs Laurel Youngmen

Perpetual

Peter Haeusler

QCF Endeavour Foundation Charitable Trust

QCF Ian McIntyre Trust

Queensland Gambling Community Benefit Fund

Queensland Government Department of Child Safety, Youth & Women

Queensland Government Department of Environment and Science

Russell McKimmin Charitable Trust

Victor Lionel Meise Charitable Trust

Vital Chemicals Pty Ltd

Warwick District Disability Support Group

Wilmar Sugar Pty Ltd

Participants in fundraising events

The Great Endeavour Rally

Melbourne Cup Virtual Luncheon

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

Link in with us

linkedin.com/company/endeavour-foundation

Like us on Facebook

facebook.com/EndeavourFoundation

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