



# Annual Report

2022 - 2023

Growing our impact



# Annual Report / 2022 - 2023

## Chair

Elizabeth Jameson AM  
*BA Law (Hons), BA (Japanese), LSDA, FAICD*

## Chief Executive Officer

David Swain  
*RN, DipBus, BHlthSc, MEd(AWE), GAICD,  
Wharton AMP*

## Company Secretary

Darryn Hammond  
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## Auditors

KPMG  
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## Acknowledgement of Country

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We would also like to pay our respects to Elders past and present.

## Front cover:

**Sharnie Ralapanawa enjoys a picnic with Support Worker Ena Afitu.**

Photo taken on Turrbal land.

## About us

We identify ourselves as #TeamPossible and take immense pride in our purpose to support thousands of Australians to make their possibilities a reality.

Operating at the heart of local communities in Queensland, New South Wales, the Northern Territory, and Victoria, we also collaborate with partners to deliver support in the Australian Capital Territory, South Australia and Western Australia.

Every year, we help people achieve what matters most to them. We support people to live their best lives and remove barriers that prevent people from exploring and realising their potential – whether it's living independently, getting a job or engaging in the community.

Through our Disability Research Fund, we invest in universities and research institutions to advance the future of quality support, ultimately enhancing the health, wellbeing and quality of life for people with disability.

We fundamentally believe in the abilities of each person and wholeheartedly champion them as the architects of their own decisions. Their choices take precedence and we actively seek opportunities to harness their unique skills and interests, offering personalised support at every step of their journey.

We are united by a shared commitment to achieving more together, both now and in the future.

## 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 clients.

### Passionate

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





Sharnie Ralapanawa, Lathom Devery, Sean Maloney and Clare Smith enjoy an outing to the park with Support Worker Ena Afitu and employee Stephanie Rudorfer. Photo taken on Turrbal land.

## Message from the Chair

As this Annual Report reflects, the Financial Year 2023 has been another challenging year for clients, families, and supporters of Endeavour Foundation. Our work has never been more important.

Amongst other things, over the past decade, the landscape of the disability sector has evolved significantly. We have seen numerous changes, and the Federal government's ongoing reforms to the NDIS present us with unique opportunities to adapt and ensure that we are listening closely to the perspectives of our clients, as a guide for all we do. The Board is working hard to tackle the challenges and take advantage of the opportunities presented.

I was honoured to be elected by the Board as its Chair in March this year, following the decision of Richard Haire to stand down as Chair due to competing commitments. I am grateful that Richard has continued to serve as a director this year and thank him for his excellent leadership as Chair and ongoing work as a member of the Board. I would also like to thank and pay tribute to former Deputy Chair Yvonne Keane OAM, who stood down from the Board during the year. Following Yvonne's departure, a new Deputy Chair was elected, being longstanding Director and active Area Committee member, Scott Ellis who is known to many as his brother has been a long-term client of Endeavour Foundation. I thank Scott for his support and hard work throughout the year. Indeed, the whole Board has worked extremely hard this year and I thank them on behalf of the members of the Foundation.

In the past year, the organisation has been designing improved mechanisms for engagement with people we support, their families and carers, including holding dedicated months of active engagement across the organisation; establishing Client Advisory Groups; increasing the number of Family Support Groups; and providing increased support and clearer focus for our volunteer Area Committees.

At the same time, the Board considered changes necessary to reflect contemporary governance arrangements culminating in proposals at this year's Annual General Meeting to propose a new Constitution and supporting By-Laws. I would like to pay particular tribute in this respect to Board member, Robyn McGuiggan and Darryn Hammond who occupies our newly created role of Executive General Manager - Legal and Governance. Robyn, as Chair of the Board's Governance Working Group, and Darryn have worked tirelessly to ensure a thorough, inclusive, and consultative process.

This year, the Board also instituted a new practice of holding two meetings outside Brisbane, visiting many of our sites in Mackay and Melbourne. This provided us the opportunity to engage with our clients, staff, and members. Due to its success, two meetings each year in regional locations will now be a regular feature in the Board Directors' schedules.

Finally, following the conclusion of the Disability Royal Commission, I pay tribute to every person from across the country that told their story and commit Endeavour Foundation to doing whatever it can to build a better future for people with disability.

Thank you for your trust in our organisation. I look forward to partnering with you in the important work of shaping a brighter future.



**ELIZABETH JAMESON AM**  
CHAIR



## Message from the CEO

United with the people we support, their families and carers and our dedicated staff, we have embraced opportunities this year with a dedication to our purpose to make possibilities a reality.

While our financial result this year is a challenging reality – due mainly to significant changes in government contracts (Workforce Australia) and inflationary pressures – we remain committed to operational and financial performance excellence. We have diligently adapted and adjusted operations throughout the year and will continue to do so.

Regardless of external pressures, our overriding focus will always be to ensure each and every client has the right support in keeping with their individual needs.

In FY2022-23, we achieved significant milestones. Our internal traineeship program reached a record high of 40 participants, providing new opportunities and better futures for various job seekers, including people with disability.

We continued to roll out the My Home, My Life initiative, building 27 new homes, refurbishing 28 homes, and transforming the lives of 216 clients in the process.

Our efforts to support people with disability to transition into mainstream employment have been boosted through the commencement of the Defence Assistance Program (DAP), providing people we support across Defence bases nationally the opportunity to develop new skills and pursue new opportunities.

We have also made great strides in employing more staff permanently, reducing reliance on agency staff, especially in our Home operations. This has resulted in increased consistency and quality of experience for the people we support. We were also delighted to welcome our first community access and in-home support clients in New South Wales and Victoria, extending our reach and impact in the community.

Our commitment to data security and compliance has resulted in positive outcomes from successive Information Security Management System audits. This achievement reinforces our dedication to safeguarding sensitive information and maintaining the highest data protection standards.

The Disability Royal Commission has prompted reflection and introspection, motivating us to consistently enhance our practices and promote protecting the human rights of people living with disability.

This year, we led two Social Enterprise Futures Forums. These served as powerful platforms, uniting disability employers in a meaningful dialogue around reform. Together, we reaffirmed our commitment to the UN Convention on the Rights of People with Disability and committed to building better workplaces, improving working conditions, and developing clearer pathways to mainstream employment.

In the year ahead, we will continue to build the quality of client services and the opportunities to connect with clients, their families and carers. We will increase the number of employers with whom we have host employment arrangements with and will maintain a growth trajectory for our specialist services (including behaviour support) and community services in New South Wales and Victoria.

We will continue focusing on strengthening our financial sustainability and advocating for positive changes for people with intellectual disability across a broad range of policy areas.

I extend my heartfelt gratitude to our dedicated staff, whose hard work and commitment to human rights drive our every achievement. To our clients, your trust in us and your decision to partner with us to pursue your goals is the very reason we exist.

Your support and partnership are integral to our success, and it is only together that we will create a more inclusive and equitable society.



**DAVID SWAIN**  
CEO



# Liam's leadership journey: a partnership with purpose

This year, we embarked on a transformative partnership with Defence, proudly delivering the Defence Assistance Program (DAP) – a program dedicated to supporting people with disability in mainstream workplaces.

One person who has been positively impacted by DAP is Liam Mackie. He aspires to become a leader among his peers and is eager to transition into mainstream employment. Already taking on various administrative responsibilities, he is seamlessly progressing into the role of a Supported Team Leader.

Reflecting on his progress, Liam shared: "I feel good having a job. To meet new people makes me feel part of the Australian community. I enjoy the people, chilled environment, everyone is just friendly and nice. I learned new skills that I didn't know before."

DAP focuses on skill development through mentoring, training and technology to help people achieve their employment goals.

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**"People with disabilities should be given chances like anyone else."**

**LIAM MACKIE**

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Liam's story is testament to the limitless possibilities that emerge when partnerships like this come together to break down employment barriers. Together with Defence, we will forge a path of empowerment and inclusivity for people with disability.



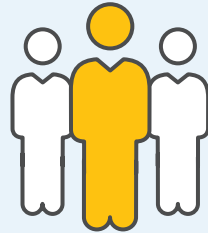
Liam Mackie hard at work at Holsworthy Barracks in New South Wales.  
Photo taken on Darug and Tharawal land.



## Our impact...Work

*Our Work division actively focuses on creating employment opportunities for people with disability. This division collaborates with corporate partners and mainstream employers to provide a range of employment pathways and training programs, helping people achieve their personal employment goals.*

**Supported employment** for people with disability in a highly supportive workplace.



**EMPLOYED  
1,700+  
PEOPLE**

Employed over 1,700 people at 28 social enterprises, providing skill development and fostering a sense of belonging and independence.

**Reduced voluntary turnover by 7% with increased support and engagement resulting in a higher level of employee satisfaction.**



**2,400  
CORPORATE  
CLIENTS**

Partnered with 2,400 corporate clients to deliver positive commercial outcomes and provide employment opportunities for people with disability.



My soul is continually nourished by the extraordinary work of my amazing team, which is dedicated to supporting people to live their best lives at work and thrive.

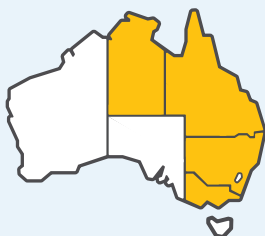
**ERIC TEED**

Executive General Manager, Work

**Supported hosted employment** for people with disability in mainstream workplaces with high levels of support.

### Defence Assistance Program

Employed 130+ people through this newly launched program across 10 Defence sites nationally.

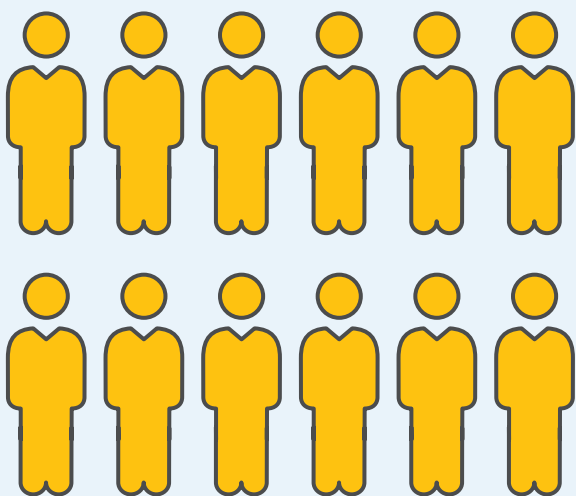


7 sites managed across NSW, NT, QLD and VIC.



3 sites managed in ACT, SA and WA in partnership with local disability service providers.

### A national retailer and an organic recycling company



Employed 12 people at Parkinson and Yatala in Queensland providing diverse employment opportunities reaching different industries and locations.

**Supported independent employment** for people in mainstream workplaces with some level of support.



Employed 5 people at Endeavour Foundation Brisbane corporate office, providing the opportunity to learn and role model inclusive employment.

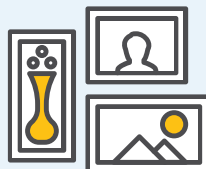
### QArt Studio and Gallery



Empowered and promoted the artistic works of 21 accomplished artists.



Enriched the art community by facilitating the sale of 50 unique commissions.



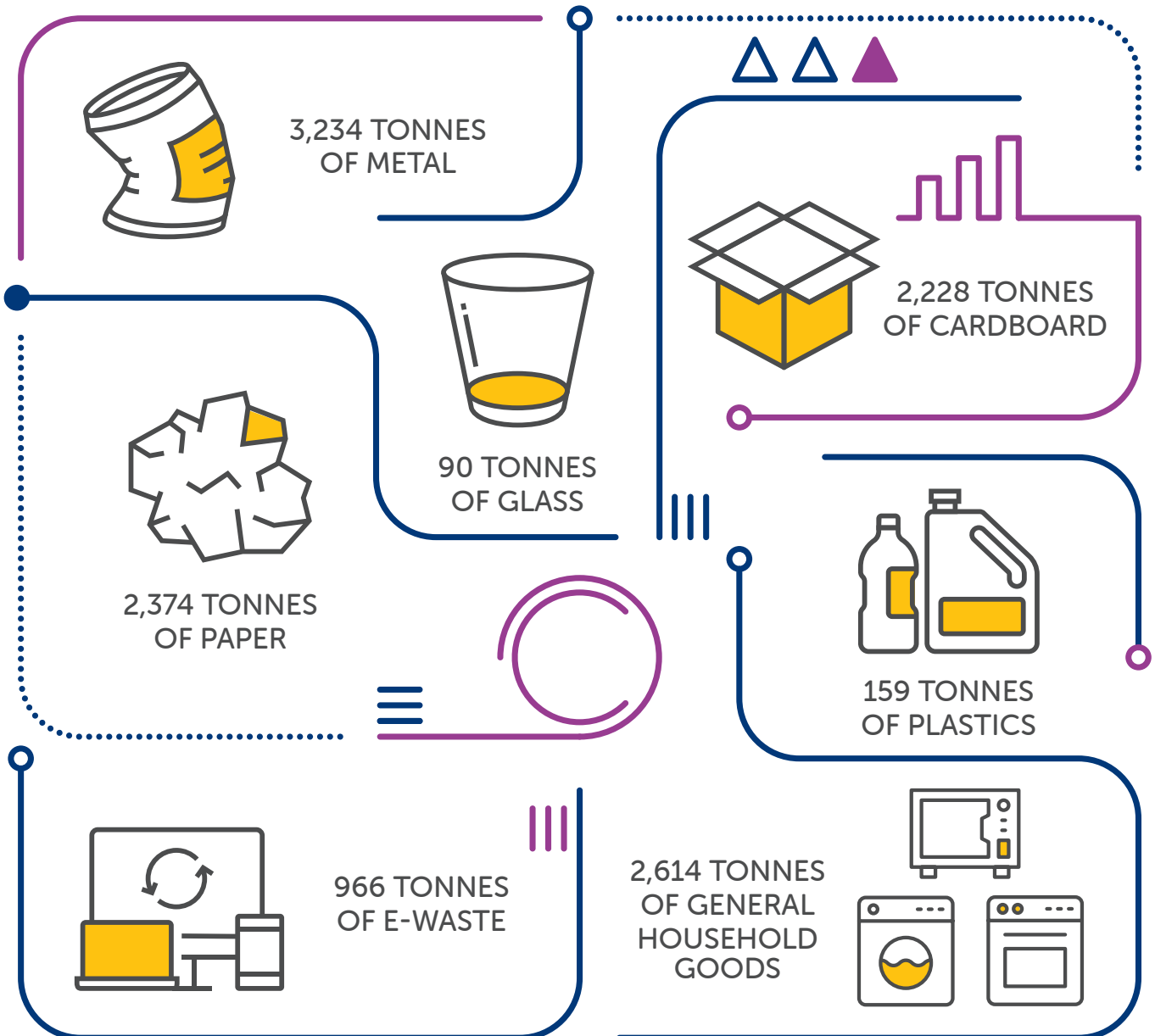
Hosted 800+ local and international visitors at our art space in Melbourne.



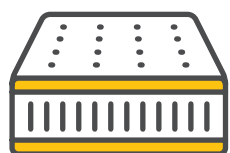
Extended the sale of artwork through the online shop at [qart.endeavour.com.au](http://qart.endeavour.com.au).

# Trash to triumph: how we transformed 11,839 tonnes of waste

Throughout 2022-23, our social enterprises diverted a total of 11,839 tonnes of waste away from landfills. This accomplishment not only safeguarded the environment but also paved the way for valuable employment prospects and essential skill development among team members, equipping them for future success in the mainstream job market.



In addition to this, our efforts included:



DECONSTRUCTING  
OVER 22,615  
MATTRESSES



RECYCLING  
176 TONNES OF  
USED LEAD ACID  
BATTERIES (ULAB)



**Jordan Dymke crafting his next artwork at QArt Studio in Kew, Victoria.**

Photo taken on Wurundjeri Woi-wurrung land.

## Magical world of QArt

In the vibrant and contemporary QArt studio in Kew, Victoria, Jordan Dymke has embarked on a creative journey to fuse human artistry with Artificial Intelligence (AI).

With the help of his mentor, Jordan used AI to carefully curate a realistic image which inspired his latest piece, *The Beauty of AI*. Jordan was attracted to using AI as a powerful medium to express himself freely and confidently as an artist.

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**“I feel very proud that my art is sitting in houses and workplaces all over Australia. I am very happy and comfortable being an artist with QArt Studio. My career has developed, and I’m supported to take risks and try new things.”**

**JORDAN DYMKE**

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The bold use of AI is a perfect metaphor for the employment opportunities QArt provides artists with disability. Accepting commissions from private and corporate art collectors, artists display their work in the QArt Gallery, public libraries, exhibitions, Endeavour Foundation Prize Homes, hotels, hospitality venues, trade fairs, art shows and online viewing rooms to local and international collectors.



*The Beauty of AI (2023)*  
By Jordan Dymke  
Acrylic on canvas  
61 cm H x 122 cm W

## Our impact...Home and Community

*Our Home and Community division is dedicated to providing people with disability access to safe, secure, accessible homes and support. This division offers valuable learning and lifestyle programs to actively support people to cultivate positive relationships and to foster community connections.*

### Home and living



Provided supported independent living services to 520+ people, assisting them in achieving greater self-sufficiency and independence.



Optimised rostering ensuring positive and safe experiences for 2,000+ people accessing services.

**Improved consistency of supports by reducing our reliance on agency staffing usage by more than half.**



Streamlined the onboarding process of clients which has significantly improved the experience of people wanting to access our support services.



“

I am inspired daily by the passionate work of #TeamPossible as they support people with disability to live, work and play the way they choose, and I look forward to continuing to contribute to creating more inclusive communities.”

**LEANNE RUTHERFORD**

Executive General Manager,  
Home and Community

## My Home, My Life initiative update

In 2020, Endeavour Foundation proudly launched the My Home, My Life initiative, dedicated to constructing new accessible homes and enhancing existing ones to the highest standards. Our mission is to ensure people with disability can access affordable and suitable housing.



**27** CONSTRUCTED HOMES  
**28** RENOVATED HOMES

To date, the My Home, My Life initiative, has significantly impacted the lives of 216 people who now call one of our 27 newly constructed homes or 28 renovated homes their own. This initiative has not only improved their living conditions but has also enhanced their overall well-being.

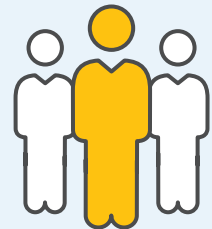


**\$28**  
MILLION  
IN ACCESSIBLE  
HOUSING

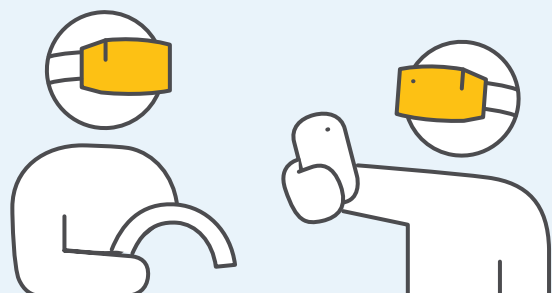
It's important to highlight that this initiative represents the largest investment of \$28 million in accessible housing in Endeavour Foundation's 70 year history. This substantial commitment underscores our unwavering dedication to addressing Australia's accessible housing shortage and making safe, secure and accessible homes a reality for people with disability.

## Community

Enhanced independence and inclusion for 670+ people with in-home support and community participation services. This included 6 people in our first ever Community Participation and In-Home Support program in New South Wales and Victoria.



Empowered 830+ people with learning and life skills programs.



Successfully introduced Virtual Reality programs and a suite of 70 flexible Thrive learning modules across all our learning and lifestyle hubs. These modules, designed from an evidence-based curriculum, are accessible and cover various topics including cooking, fitness, health, wellbeing, music history, home management and cyber safety.





## Committed to empowering choice and control in housing

Our commitment is to create a positive movement towards choice and control in housing for people through the My Home, My Life initiative.

**"I can't even mention how thankful I am to all the people who have done this. They've put in such hard work to help people with disability, such as myself and I'm really thankful to them."**

**CHRIS**

For 20-year-old Chris, who moved into a brand-new accessible home through the initiative, having a say about who he lived with was important. We asked him exactly what he wanted in a housemate: "...must like cats, cooking and gaming, the things I truly enjoy."

After careful consideration, Mark became his new housemate, instantly connecting over their shared love for cats and cooking, and they even discovered a healthy rugby league rivalry, with Chris supporting the Broncos and Mark cheering on the Cowboys.

The My Home, My Life initiative is more than bricks and mortar; it revolves around acknowledging the significance of people in choosing where they live and who they live with. It recognises that a home is not just a place, but a space where people can be in control of their living situation.

**Chris running errands with his support worker near his home in Mackay.**

Photo taken on Yuwibara land.



A man with short dark hair and a slight smile, wearing a maroon t-shirt, is holding a white soccer ball with black hexagonal patterns. He is looking directly at the camera. The background is a blurred indoor setting with light-colored walls and a window.

## A sense of independence

Through our community access services people can enjoy many activities – from horse riding, bowling or going to the movies.

For Sam Brown, community access services profoundly transformed his life.

Previously reliant on his parents for everything, Sam has gained essential life skills and found confidence. His social skills, personal care and independence have flourished because he is now enjoying his community – attending dances, hydrotherapy, Men’s Shed and regularly volunteering at Vinnies.

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**“Sam is a totally different person.”**

**JOY BROWN** (Sam’s mother)

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Sam has reached a new milestone, recently announcing he is ready to leave home!

For Sam’s parents, the change is equally remarkable. They now can spend less time as caregivers and more time simply being parents, witnessing their son’s growth and independence.

**Sam Brown is beaming with newfound confidence and independence.**

**Photo taken on Bindal and Wulgurkaba land.**



The Townsville social enterprise team enjoying their All Abilities Workout.

Photo taken on Bindal and Wulgurkaba land.

## Joy in an innovative new fitness routine

This year, the All Abilities Workout – an innovative, nationwide, all-accessible workout series – was launched.

In collaboration with Champion Life and funded by the Australian Sports Commission, this program marked a significant step towards creating an inclusive fitness culture designed by and for people with disability.

Over eight weeks, 50 of our services across Australia embraced the challenge, engaging in personalised workouts in settings of their choice.

**“I like to stay fit and had a lot of fun doing the exercises.”**

**BEN ANDERSON**

The program’s success was its ability to foster an atmosphere of enjoyment and camaraderie. Thomas Jarrott, an Employment Coach at our social enterprise in Townsville, facilitated numerous group workouts and witnessed firsthand how the initiative’s popularity soared due to its all-encompassing nature.

“By making it fun and enjoyable they all took part in their own way, and everyone had lots of fun, while also providing extra interaction between the team,” Thomas said.

“It really set people up for a good day and made their moods a lot better.”

The significance of this program stretched beyond just physical health. The positive outcomes to people’s mood and mental health were captured with the platform’s Wellbeing Monitor, which recorded how people felt pre- and post-workout. Overwhelmingly people responded positively with 2,486 “very happy” wellbeing check-ins, we saw less mood fluctuations and a more balanced mood, gradually improving their overall wellbeing.

By empowering people to embrace exercise in a way that suits their unique needs, we take steps towards a happier and healthier future for all!

### Over the course of 2 months:



50 homes and sites took part in QLD, NSW and VIC.



7,600 All Abilities Workouts were completed.



378 hours of fitness videos were watched.



2,486 “very happy” wellbeing check ins.

## Our impact...Community Solutions

Community Solutions is dedicated to providing inclusive and diverse support services to people from varied backgrounds. As an integral part of the Endeavour Foundation family, it operates across Queensland and Victoria, empowering people, families and communities to realise their full potential through employment, education, training and specialised disability support services.

### Specialist employment, education and training

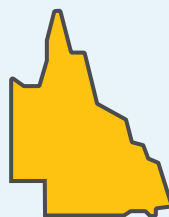


**Engaged 475+ people in vocational training and foundation skills courses.**



**1,400+ PARENTS**

Provided pre-employment support to more than 1,400 parents.



**Established 3 Skilling Queenslanders for Work projects in Mackay and the Fraser Coast for 45 participants.**



**3,600+ HOURS**

Provided more than 3,600 hours of individual and group-based support for young people.



I am motivated every day knowing that our employment, education and training, and specialist support services, provide such a positive contribution to the communities in which we work and the many people we support".

**TOM MANGAN**

Executive General Manager,  
Community Solutions Group

## Employment

# 8,000+ JOB SEEKERS

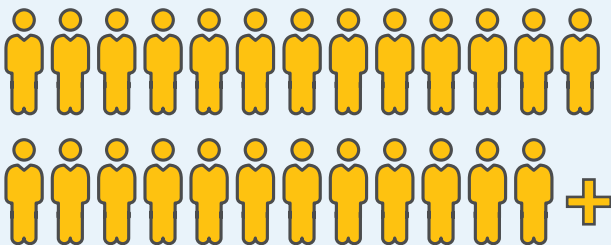
Assisted over 8,000 job seekers in finding mainstream employment.

# 210+ APPRENTICESHIPS & TRAINEESHIPS

Facilitated the commencement of more than 210 people in apprenticeships and traineeships, including 40 who participated in internal traineeship programs at Endeavour Foundation and Community Solutions.

**Initiated internal traineeships for 3 people as part of the Defence Administration Program (DAP) in collaboration with the Work division at Endeavour Foundation.**

### Expanded Disability Employment Services (DES)

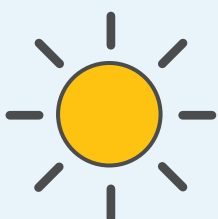


Employed over 25 new staff members.



## 6 LOCATIONS

Provided support to more than 220 people with disability in Townsville across 6 locations.



Supported over 60 people with disability on the Sunshine Coast, including establishing 2 new service sites.

### New contract with Workforce Australia



Provided employment support to 6,100+ people.

Generated more than 130 new job opportunities to fulfil the contract.

Expanded services by establishing 9 new sites, covering regions including the Sunshine Coast, Wide Bay, Gladstone, Capricornia and Townsville.

### NDIS Specialist Services

**130+ dedicated employees provide support coordination and behaviour support services to more than 2,300 NDIS participants across New South Wales, Queensland, and Victoria.**



Ahanu Dewhirst proudly accepts his certificate as a finalist at the Queensland Training Awards 2023.

Photo taken on Turrbal land.

## Turning dreams into reality

Community Solutions nominated eight apprentices and trainees for this year's Queensland Training Awards. These awards presented a unique opportunity to showcase best practices and our innovation in training and highlight our nominees' extraordinary talent.

Out of 770 applications statewide, Ahanu Dewhirst emerged as a finalist.

From a young age, Ahanu knew his passion for technology, but the challenges of working while attending university for four years were not for him. He settled into management roles in the customer service industry but never stopped dreaming of a career in IT.

Through Community Solutions, he enrolled in a Certificate III in Information Technology. He completed his traineeship at Endeavour Foundation before being employed permanently as a Service Desk Technician and later being promoted to the role of Planning and Governance Analyst.

Community Solutions supported Ahanu throughout his traineeship and proudly nominated him for the prestigious awards, where he was named a finalist in the Brisbane Metro region.

"Completing this traineeship through Community Solutions has allowed me to position myself much better to build a stable and sustainable career, one that I wouldn't have had the chance to do if I hadn't chose to complete a traineeship."

**AHANU DEWHIRST**

Congratulations Ahanu, on letting us help make your possibilities a reality.

### Queensland Training Awards

Community Solutions showcased the quality of their trainees by nominating eight people from a pool of 218 trainees in this year's Queensland Training Awards. Three trainees made the shortlist, with one of them ultimately becoming a well-deserved finalist.



## Migrating into support work with Community Solutions

In response to the surging demand for disability and aged care professionals across Australia, particularly within the National Disability Insurance Scheme (NDIS) and aged care, Community Solutions in Mackay has emerged as a source of inspiration.

One such example is Jessie Quilo, a former university lecturer and policeman, and his wife Fielse, both from the Philippines. The two have seamlessly transitioned into support work through Community Solutions' Skilling Queenslanders for Work (SQW) program. This partnership with Axiom College provides comprehensive face-to-face training for a Certificate III in Individual Support, empowering trainees with essential skills, certifications and vital assistance with NDIS screenings and police checks.

Graduates like Jessie, now employed as a Production Team Leader at Mackay social enterprise, and Fielse, are addressing the increasing demand for support workers in regional communities with the support of Community Solutions. Simultaneously, they are realising their personal aspirations and contributing to the long-term stability of the disability support sector in a continually expanding market.

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**"It is an honour and a privilege to be a support worker. It makes a difference in my life too, to be able to guide and support others and become more compassionate."**

**JESSIE QUILO** Production Team Leader,  
Endeavour Foundation

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## Our impact...People and Wellbeing

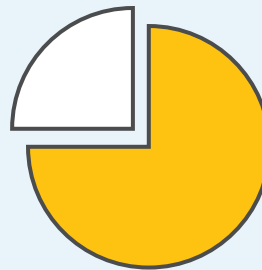
*Our People and Wellbeing division nurtures a positive workplace culture that aligns with our organisational purpose and values. Enabling employees to thrive professionally, the division oversees attraction, recruitment, engagement, learning and development, retention and industrial relations. It leads proactive initiatives to promote inclusion and diversity and protect our workforce's physical safety and mental wellbeing.*

### Employee engagement

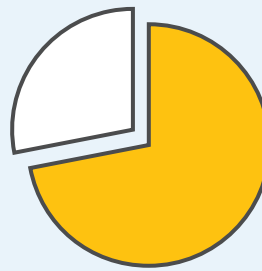
Achieved an employee engagement increase from October 2022 to April 2023, with 65% of employees expressing a strong sense of connection to the organisation including:



**79%**  
of our employees  
take pride in being  
part of our team.



**75%**  
of our workforce  
see their leaders  
as exceptional  
role models.



**72%**  
of our employees  
recommend the  
organisation as an  
excellent place  
to work.



“

I am incredibly proud to be part of #TeamPossible. Our outstanding team consistently embodies our values through their amazing work. We are deeply connected to our purpose and committed to nurturing a fantastic culture and prioritising people's safety and well-being. We are an organisation focused on endless possibilities — for the people we support and our employees.”

**SHANNON FOLEY**  
Chief People Officer

## Alignment and retention

Successfully regraded the wages of more than 1,700 employees we support, in accordance with the latest Fair Work Commission determination on the Employment Services (SES) Award, ensuring fair compensation.



### SALARY PACKAGING BENEFITS PROGRAM

Expanded access to our salary packaging benefits program, extending its reach to more than 1,600 employees, resulting in an increase in their take-home pay. Notably, this initiative garnered high praise from our employees, with the 2022 census ranking it as one of the top-rated benefits we offer.

## Safety and wellbeing



Created a Safety Transformation program to enhance safety awareness and safety leadership.

## Inclusion and diversity



Proudly welcomed 3 new Indigenous suppliers contributing more than \$45,500 to support Indigenous communities.

## Training and development

**28**  **SUPPORT WORKERS ELEVATE SKILLS**

Helped 28 support workers acquire their Certificate III in Individual Support, elevating their skills and qualifications and leading to better service and high-quality care.

**43**  **SENIOR LEADERS IN LEADERSHIP DEVELOPMENT PROGRAM**

Invested in the leadership potential of 43 senior leaders in our Senior Leadership Development Program, a strategic collaboration with Queensland University of Technology (QUT).



Developed 2 organisation-wide inclusion modules specifically tailored to enhance awareness of gender diversity and the cultural diversity of First Australians.

**19** **INCLUSION AWARENESS DAYS**

Celebrated 19 inclusion awareness days, showcasing our dedication to diversity and inclusion initiatives, including celebrating NAIDOC week as part of our commitment to reconciliation.



## David Huxley's legacy

Like many people with disability, David Huxley faced significant social barriers in life, but trusted us with his journey from school to retirement.

When he made his will, he generously donated something wonderful in return: the gift of learning.

David's love of learning began in 1957 as a spirited four-year-old at Bowen House in Brisbane and continued until his passing in January 2021.

In September 2022, we unveiled the David Huxley Training Hub in his honour, a cutting-edge training facility featuring Virtual Reality and tailored programs designed to nurture new skills in a secure environment. We're immensely proud of our journey alongside David and deeply honoured by his generous bequest.

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**"As a family we all appreciated that David was so happy to go to work each day and that this routine was so fulfilling for him."**

**LORAYNE CLARK** (David's sister)

---

David understood the power of education in promoting independence and self-esteem, a legacy that will continue to support people with disability for generations to come. As his sister, Lorayne Clark, aptly puts it, David's life was rich and fulfilling, thanks to his job and the support he received.

In his own words, "If they could go to school, why shouldn't I?". David's spirit lives on in the heart of the David Huxley Training Hub.



**David Huxley's family – Dale Lane, Alan Huxley, Marilyn Thomson, and Lorayne Clark – gather outside The Huxley Hub Training Room.**



**Marilyn Thomson, David Huxley's sister, speaking with Eric Teed, Executive General Manager – Work at the launch of The Huxley Hub Training Room.**

Photo taken on Turrbal land.

## Our impact...Legal and Governance

*Our Legal and Governance division plays a significant role in maintaining legal compliance and fostering good governance within our organisation. The division provides invaluable advice on navigating legal and regulatory intricacies. It proactively mitigates risks through robust processes and controls aimed at achieving objectives while safeguarding the interests of our stakeholders.*

Established a new Legal and Governance division that promotes collaborative efforts by integrating legal, risk, safeguarding and governance frameworks.

Confirmed compliance with our obligations under privacy legislation through an external review.

Reiterated our dedication to ethical practices by renewing and upholding our Modern Slavery Statement reporting.

Affirmed our ongoing commitment to the National Redress Scheme.

Continued support of the work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, including appearance by the CEO, David Swain, in February.

Supported our social enterprise sites to ensure their resilience in the event of an incident through better practice business continuity planning.



“

I'm privileged to lead a team who are experts in their field, who are committed to our purpose and values and who are dedicated to improving the lives of those we support.

**DARRYN HAMMOND**

Executive General Manager,  
Legal and Governance

## Great Endeavour Rally: driving dreams

In 2022, our iconic Great Endeavour Rally brought together 41 rally teams on a journey from Maroochydore to Cairns. Much more than a thrilling adventure, the Great Endeavour Rally is an annual event dedicated to raising funds that enhance the lives of people with disability.

We are privileged to select three people from our services to join in this life-changing experience every year. Kelley McDonagh from our Bokarina Learning & Lifestyle hub, a long-time hopeful, was ecstatic when chosen this year. "I felt elation, honey! I said 'no I'm not' because I didn't believe it at first, but it sunk in and I looked forward to the cars, meeting new people and camping," Kelley said.

---

**"Throughout the rally we invest more than \$350,000 in the communities it visits each year. This includes fuel, accommodation and the 5,400 meals local community and sports groups make to feed the 140 participants, 26 volunteers and 16 Defence Force volunteers."**

**NATHAN WOOLHOUSE** Event Specialist

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Beyond making Kelley's dream come true, this remarkable eight-day, 2,884km journey raised \$601,000 for our online Thrive Learning program. This program teaches essential life skills such as cooking and fitness.

The Great Endeavour Rally merges passion with purpose, with participants creating memories and driving dreams and transformation.





A rally car from our team enjoying some muddy fun.



**Kelley McDonagh, at Bokarina Learning & Lifestyle Hub, was delighted when selected to go on the Great Endeavour Rally 2022.**

Photo taken on Gabi Gabi land.

We acknowledge Traditional Owners of the land on which the Great Endeavour Rally passed through this year including:

- Gubbi Gubbi
- Waka Waka
- Bayali
- Baradha
- Giya
- Djarbulngan
- Mundubbera
- Gureng Gureng
- Darumbal
- Biri
- Gugu-Badhun
- Yidinjdji

### **Thank you**

We warmly thank our partners and sponsors who have supported the Great Endeavour Rally.

- Komatsu
- UB4X4
- Adventure Operations
- OzTrail
- Campfire & Companion
- TFS (Transport Field Service)
- 7CSSB (Australian Defence Force)
- Bowdens Own
- DMW

## Our impact...Finance, Infrastructure and Lotteries

*Our Finance, Infrastructure and Lotteries division is pivotal in ensuring the organisation's long-term success through prudent financial planning, property acquisition and asset management. We have an unwavering focus on information security and data integrity and ensuring employees have the technology tools to perform their roles. Environmental sustainability guides decisions on the construction, maintenance and purchasing of all buildings and assets.*



### Finance

Implemented an Expense Management System (EMS), which has removed the need for cash, improving client expense management security while providing staff with a user-friendly, efficient and swift process. This has enabled frontline support staff to devote more of their time to directly supporting clients.

### Technology

Upgraded 230+ sites to high-speed, dependable NBN connections and WiFi, amplifying connectivity and efficiency, enabling staff to perform their roles anywhere on site and providing clients with Wi-Fi access for learning and leisure activities.

Completed and passed ISO27001 Information Security Management System recertification without non-compliance, demonstrating a commitment to information security and assuring clients that their sensitive information is secure.



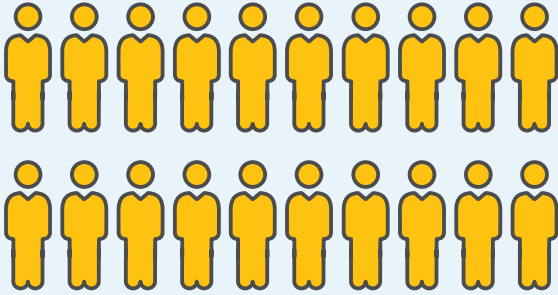
Completed a Connect2Work project that enables seamless mobile integration, empowering employees to handle essential tasks efficiently. This efficiency allows them to allocate more time to the care of our clients.



I encourage the Japanese business philosophy of 'going to the gemba' with the team. This means that to really understand something you need to go to where activity takes place. This enables them to appreciate how their role contributes to Endeavour Foundation in supporting clients to achieve their goals.

**DAVID BLOWER**  
Chief Financial Officer

## Housing



In FY2022-23, we provided affordable homes to 20 people as part of the My Home, My Life initiative:



**3 NEW HOMES IN MACKAY**



**1 NEW HOME ON THE SUNSHINE COAST**



**1 NEW HOME IN TOOWOOMBA**



**10 HOMES ARE UNDER CONSTRUCTION**

## Lotteries



**PRIZE HOME**

Celebrated our strongest revenue outcome to date during the Anniversary Lottery, testament to the enduring support of our community and the success of our fundraising efforts.



**NEW INNOVATIVE LOYALTY PROGRAM**

Launched a new innovative Star Supporter Loyalty program, shaped by valuable insights gathered from supporters who shared their preferences for prize options.

**Introduced the Pay Day Lottery, offering our supporters a fresh and exciting way to engage with our cause, further expanding our fundraising capabilities.**



**THE GOLD COAST**

Expanded property locations into the Gold Coast, providing more opportunities for our supporters to win.

## Environmental sustainability



Improved working conditions within social enterprises in Queensland – Cairns, Bundaberg, Geelong, Gladstone, Innisfail, Mackay, Maroochydore, Southport, Townsville, Warwick – by enhancing workplace environments through upgraded cooling, ventilation and roofing systems.

Commenced proactive carbon footprint reporting to better understand and gauge our environmental impact and inform sustainability initiatives by partnering with NDEVR Environmental.

## The vital role of our prize home ambassadors

Our prize home lotteries are more than just a chance to win big; they're a pathway to change for the lucky winners and for people with disability.

In our 72-year history, this year was our grandest offering yet which we coined the "Maleny Mansion". Worth an impressive \$2.8 million, the home is nestled on more than an acre of lush real estate, with breathtaking views of the Sunshine Coast Hinterland.

At the heart of our mission are our passionate ambassadors who champion our prize homes. This year's ambassador was Alex Baker, Data Assistant at our Head Office in Brisbane. Alex's experience demonstrates that with the right support, people with different abilities can achieve their dreams.

For Alex, being an ambassador is more than just a role. The core of his ambassadorship is his empathy for the challenges people with disabilities face. He understands the power of support our prize homes can offer, where a \$10 ticket can go a long way.


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**"Endeavour Foundation has found a way to give lucky winners something really nice to cherish for the rest of their days, while at the same time giving people with disability the services they need to live their lives to the fullest."**

**ALEX BAKER**

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Having people with different abilities as ambassadors for our prize homes drives home the true purpose behind it all. When people buy tickets, they're supporting people like Alex and the vibrant, inclusive communities we strive to create.



Alex Baker proudly presents our most magnificent prize home to date, located on the stunning Sunshine Coast.

Photo taken on Jinibara land.



Imagine  
what's  
possible

#teampossible



## Our impact...Corporate Relations

*Our Fundraising, Advocacy, Marketing and Engagement team is instrumental in driving critical advocacy and engagement initiatives to better meet the needs of people we support. Through strategic brand awareness campaigns, impactful communications, community engagement, philanthropy, and corporate partnerships we help open pathways to support. We lead collaboration with government and sector partners, uniting stakeholders to bring change.*



### Fundraising



#### Great Endeavour Rally 2022

**Raised \$601,000** in support of people with disability through our iconic Great Endeavour Rally, surpassing our previous record by \$16,000. Along the road, we were joined by **41 dedicated rally teams** who worked tirelessly all year to raise funds, and our incredible volunteers and staff. Thanks also to the three people from our services who also participated in the rally, and all who supported their journey to the finish line. The rally is also welcomed by local communities as it is estimated that approximately \$350,000 is spent on accommodation, meals, petrol and other living expenses as the team passes through.



#### Home Run

**Inspired 199 participants** to walk, run, cycle or swim for 30 days, collectively raising \$67,626.48 as part of Home Run, our peer-to-peer fundraising campaign, including \$27,500 in sponsorship.



#### Melbourne Cup Luncheon 2022

Brought together our key corporate partners and supporters with more than **250 attendees** for all the fun of Melbourne Cup, to **raise a total of \$31,000 in support of people with disabilities** as part of our Melbourne Cup lunch.



It's an honour to work with a team whose greatest joy is to amplify the voices and celebrate the stories of people we support, and raise the funds needed to make more of their possibilities a reality.

**KIRRILY BOULTON**

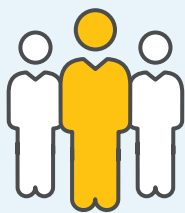
Chief Corporate Relations Officer

## Advocacy and Engagement

Initiated the Disability Social Enterprise Futures Forums, bringing together supported employment service providers to share innovation and build consensus on how to improve and evolve our services. Discussion revolved around creating sustainable, quality employment experiences for people with high support needs, while establishing more pathways and opportunities in mainstream employment. The resulting Consensus Statements called on all Australian governments to be led first by the voices of supported employees, in seeking to reform supported employment.

**Worked with key government services on issues of importance to clients and their families, including accessible transport, taxi services, health care, housing, employment, worker screening and NDIS services.**

Contributed policy submissions and participated in consultations on the Employment White Paper, Independent NDIS Review, Supported Employment Reform, Supported Employment Industry Vision, Australia's Disability Strategy and more.



**REACHED  
2,750  
PEOPLE**

**Increased our commitment to communication and engagement through our new monthly newsletter, *Connections*, reaching 2,750 people we support in disability services, their families and carers.**

Expanded our commitment to information access, with more pieces of communication now available in Easy Read format, and implementation across many divisions.

Increased emphasis on service level engagement with families and carers, through biannual gatherings.

## Marketing

### Local Area Marketing

Increased focus on regional marketing and engagement with the establishment of regionally based local area marketing teams, working in close partnership with local service delivery teams.

### New and improved website

Revamped our Endeavour Foundation website for an enhanced user experience and upgraded our Search Map for quick and convenient service locations. These changes significantly boosted user-friendliness, allowing clients to more easily explore our services. Through our new website we:



#### **Facilitated 532 enquiries.**

- 252 for our community services including learning and lifestyle hubs, individual support and community access services.
- 197 for our employment services.
- 83 for our supported independent living services.



#### **Received 3,147 new newsletter subscriptions.**

### External promotion



**11,300+  
STAKEHOLDERS**

Produced two editions of our magazine, *One Endeavour*, distributed to more than 11,300 stakeholders and published on our website, celebrating community connection through authentic local stories.

**↑8%** Increased our Facebook followers by 8% to a total of 24,787.

**↑92%** Increased our Instagram followers by 92%, to a total of 2,073.

**↑19%** Increased our LinkedIn followers by 19%, to a total of 9,953.

# Making dreams come true for Kassidy and Steve



**Kassidy Skinner all dressed up and ready for her Ball for All at Brisbane City Hall, with her mother Susan.**

Photo taken on Turrbal land.

## **Kassidy's ball for all**

Kassidy Skinner's dream to have 'A Ball for All' for young people with disability came true at Brisbane City Hall with our help.

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**"I want everyone with a disability to join me in a big, magical dance."**

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More than 300 people attended Kassidy's Ball for All, including special guests from the Brisbane Broncos.

Kassidy was escorted to the ball by her favourite Broncos player, Sam Thaiday, which made the night even more memorable.



**Steven recording his radio segment for River 94.9FM in Ipswich.**

Photo taken on Yuggera land.

## **Steve's voice acting dream comes true**

Steven Harley at our Wacol social enterprise always dreamed of voice acting or narrating. We worked with his Employment Coach to make his dream come true. In no time, Steve was on his way to the River 94.9FM broadcasting studios in Ipswich to make his recording debut.

Steven's radio ad was aired for eight weeks to a cumulative audience of more than 121,000 listeners.



## Thriving knows no limits

Just as the word implies, “Thrive” is our unique program focusing on helping people with intellectual disabilities overcome challenges and seize opportunities in various aspects of life.

Our Thrive program has been progressively piloted across all our sites, providing personalised coaching and tailored learning modules to foster growth and development.

In response to client feedback, this year we enhanced our suite of modules to include Thrive at Life, Thrive at Work, Thrive Online and Thrive at Home. We have also expanded the reach of the program into New South Wales and Victoria.

Alex, an employee at our Kew social enterprise, highlights the transformative power of Thrive. As a committed packaging team member, Alex has worked closely with his Employment Coach to complete Thrive modules encompassing many essential life skills such as building relationships, cyber safety, maintaining personal hygiene and setting meaningful goals.

**“Thrive teaches me how to stay safe in the workplace and when I’m travelling on public transport”.**

**ALEX**, employee at Kew social enterprise

Completing these modules has boosted Alex’s self-confidence and made him more confident to try other things.

Thrive is more than just a program; it is a catalyst for transformation. People like Alex are thriving and, in turn, inspiring others to do the same.

Alex diligently works on date stamping food packaging at the Kew social enterprise.

Photo taken on Wurundjeri Woi-wurrung land.

# Governance

Strong and robust governance practices play a pivotal role in ensuring Endeavour Foundation's commitment to improving the lives of our clients and supporting their families, carers and advocates is achieved. Endeavour Foundation recognises its responsibility to maintain corporate governance practices that are accountable and of a standard that meets the expectation of our stakeholders.

## 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 embraced within our business strategy.

## Legal structure

Endeavour Foundation is a public company limited by guarantee, with members rather than shareholders. Anyone aged 18 or older who supports Endeavour Foundation's objectives may apply for membership.

## Registered NDIS service provider

As a registered National Disability Insurance Scheme (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 members are mainly the family members and carers of past and present people we support who share an interest in issues affecting the lives of people with an intellectual disability. Members are encouraged regularly to provide feedback on the effectiveness and appropriateness of services by talking directly to staff or via feedback channels.

## Board of Directors

Endeavour Foundation is governed by a 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.

Following the constitution's requirements, the Board meets at least six times annually. Processes and decisions taken at Board and Committee meetings are guided by the Directors' Code of Conduct.

To assist in executing its responsibility, the Board has formed the Client Care Committee, People and Culture Committee and the Audit, Finance, Risk and Compliance Committee.

## Governance Review

Over the past decade, many factors have significantly shaped the landscape in which we operate. Changes in service delivery regulations, disability funding models, the introduction of a range of laws to protect consumers and increasing governance responsibilities for Boards of Directors, as well as changing community attitudes, have impacted the governance structure and arrangements of Endeavour Foundation.

This year, the Board undertook a review of the organisation's governance structure, stemming from our dedication to enhancing governance standards. The Board consulted widely with the existing Area Committees, the National Council and members, seeking their valuable insights and feedback on governance enhancements necessary to excel in our sector. This resulted in a recommendation to members to adopt a revised constitution. Whilst the current constitution, which has been revised periodically over the years, has served the organisation well for the past 22 years, the Board conducted a full review of the constitution and recommended the adoption of a range of changes to ensure that the governance structures continue to serve the needs of the organisation in the context of today.

## Internal Audit

The Internal Audit program strongly focuses on governance, internal control, and risk and compliance issues. Implementation of the program is subject to ongoing review by the Audit, Finance, Risk and Compliance Committee.

Internal Audit reviews are designed to assist management in developing improved practices and procedures and to assure the Audit, Finance, Risk and Compliance Committee and Executive Management Team that the internal control environment is adequate and operating effectively.

## Concerns and complaints

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

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

Our Whistleblower Policy offers a confidential and protective framework so people can report alleged improper conduct about any aspect of the organisation's services without fear of reprisal. The policy encourages and enables employees, contractors, suppliers and others, both past and present, 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 Human Services Quality Framework (Queensland) and the National Disability Insurance Scheme (NDIS) Practice Standards. Our internal audit instruments and external third-party audit certification demonstrate this commitment and adherence to compliance and continuous improvement.

## Board of Directors



**Elizabeth Jameson AM**

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

CHAIR

Appointed to the Board 13 October 2020

In 2002, following a successful 15-year legal career, Elizabeth founded respected national governance consultancy, Board Matters. She has been intrigued by, and specialised in, the work of boards and the field of governance ever since.

Elizabeth's first connection with Endeavour Foundation came as a child in the late 1960s, when both of her parents were already active volunteers, a family habit that continued for decades. As soon as she was old enough, Elizabeth (and her brothers) became Life Members. As a young lawyer, Elizabeth served on the Board of Endeavour Foundation (1992-1997) following in the footsteps of her father. She returned to the Board 25 years later in 2021, with more highly experience-honed legal and governance skills and was elected by her peer Directors as Chair of Endeavour Foundation in 2023.

In addition to being a governance consultant and educator (spending 17 years as a facilitator for the Australian Institute of Company Directors in its national and international programs), Elizabeth has maintained an active portfolio of directorships over the past 30 years. This included 14 years as a director, and ultimately President and Chair, of RACQ until 2022. Elizabeth currently also chairs the board of Queensland Theatre and is a member of the board of a private company in the tourism accommodation industry, as well as being an independent member of the Audit and Risk Committee of Queensland philanthropic charity, The John Villiers Trust.



**Scott Ellis**

*BBus, ASA, AAICD*

DEPUTY CHAIR

Elected to the Board 22 November 2013

Scott has had a career in the commercial and corporate finance industry, working with many diversified industries. Scott is now running a national property consulting business. Scott has an older brother and a brother-in-law with an intellectual disability and has seen the challenges faced by both the loved ones with a disability and the families that support them through life's journey.

Scott has been involved with Endeavour Foundation from the grassroots level of fundraising and helping wherever needed to more recently at the board level.

Raised in Cairns, Scott is acutely aware of the difficulties faced in many regional areas in obtaining much-needed support and is passionate about ensuring that people with disability have the best opportunities available for a happy and full life.



**Robyn McGuiggan**

*PhD (Marketing), MCom,  
BSC (Hons), FAICD*

Elected to the Board 22 November 2021

Robyn's career has focused on supporting people to reach their full potential, primarily through education. Robyn has held numerous senior executive positions at universities across Australia, as well as serving on the boards of various organisations in the arts, health and community sectors. Robyn has also been Endeavour Foundation's Far North Queensland Area Committee Chair since 2019.

Robyn has also dedicated considerable energy to her volunteering efforts, raising money for the Cerebral Palsy Alliance and leading a volunteer group to establish a vacation childcare program at a not-for-profit childcare centre. As well as chairing the People and Culture Committee and the Governance Working Group on behalf of the Endeavour Foundation Board, she currently chairs the Scouts Northern Queensland support group and is an active SES volunteer.

Robyn is passionate about ensuring the people we support can reach their life potential and she's committed to making sure the organisation continues its important work.

Robyn's sister was supported by Endeavour Foundation for more than 10 years, and her parents and husband are members and have served on various Area Committees.



**Pedro Mendiola**

*BE (Hons), GDMgt, MIEAust, RPEQ, CPEng*

Elected to the Board 22 November 2013

Pedro retired in 2022 as an Associate Director in the professional services company AECOM Australia after working for over 40 years in civil and water infrastructure in both private practice and government. He is a member of the North Queensland Area Committee of Endeavour Foundation.

Pedro contributes much of his free time as a volunteer and is currently President of a North Queensland cultural organisation.

As a long-term Endeavour Foundation Board member, Pedro helped steer the organisation through the transition to the National Disability Insurance Scheme. The challenges continue and he is passionate about ensuring Endeavour Foundation's continuing compassionate care and financial sustainability to ensure we can continue to support people to make possibilities a reality.

Pedro's sister, Ana, has received long-term support from Endeavour Foundation.



**Beverley Knowles**

*BA, DipEd, MMktg, FAICD*

Elected to the Board 20 November 2017

Beverley has managed change and led complex projects across the public and private sectors in diverse areas including health, education, philanthropy, governance, branding, community engagement and client relationship development, risk management, mergers and occupational health and safety.

She contributes her skills and experience as a secondary teacher, public relations and marketing consultant, CEO and board member of both for-profit and not-for-profit organisations for over 30 years.

Beverley's commitment to improving education, employment and accommodation opportunities for people with disability began with her appointment to the board of Network Q, Victoria. She joined the board of VATMI industries in 2005 before becoming chair of the Victoria Area Committee of Endeavour Foundation in 2013.

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





### **Mark Gibson**

*Assoc BSc, Communication Engineering, MACID*

Appointed to the Board to fill a casual vacancy for an elected role, 28 November 2022

Mark's career within Information Technology has spanned over 30 years. He has extensive experience in executive leadership (CEO), technology development, organisational change and market development. A key driver of Mark's career has been leading teams within higher education, the public sector and private practice through organisational change and growth.

Mark has been responsible for developing and delivering software and systems to enterprises in mining and capital-intensive industries, telecommunications billing, national research and development centres and national electronic health systems.

In 2016, Mark retired from full-time professional work and volunteers with Palliative Care Queensland, focusing on new fundraising initiatives.

He has also been a member of the South West (Toowoomba) Area Committee since December 2022.

As a parent of a child with cerebral palsy and a volunteer respite carer for a child with Down syndrome, Mark and his family are committed to making possibilities a reality for people with disability.



### **Richard Haire**

*BEcon, Grad Dip Corp Mgt FAICD*

Appointed to the Board 4 October 2018

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

Richard was CEO of Queensland Cotton from 1990 until 2007 when it was acquired by a Singapore-based international commodity company Olam International. Following the acquisition, Richard assumed the role of Managing Director and Regional Head, Australasia for Olam. He was appointed to Olam's global Executive Committee, and was subsequently appointed Chair of the company's Investment Committee and a member of the company's Corporate Social Responsibility and Sustainability Committee.

In 2012 Richard resigned from full time executive work and was appointed to the BOQ Limited Board of Directors in 2012, Reef Casino Trust in 2013 (where he is now Chairman) and BEC Stockfeed Solutions in 2014. In October 2016 Richard was appointed Chairman of the Australian Cotton Research and Development Corporation, a joint venture between the cotton growers of Australia and the Federal Government.

Richard completed a Diploma of Corporate Management at the Graduate School of Management in Sydney in 1987 and in 1999 attended IMD at Lausanne and completed the seminar for Senior Executives.

Richard is a Fellow and Past President (Queensland Division) of the Australian Institute of Company Directors.

# Financial Overview

This financial overview provides a snapshot of the financial performance of the Endeavour Foundation Group for the year ended 30 June 2023. The Group comprises Endeavour Foundation (referred to as 'the Company') and its controlled entities, collectively referred to as 'the Group.'

The information summarises the operating performance and financial position of the Group, offering insights into the challenges faced and the strategies in place to ensure ongoing financial sustainability.

## Operating performance

The Group encountered several challenges over the year, resulting in a disappointing operating deficit of \$6,602,000, compared to an operating deficit of \$7,274,000 in the previous year.

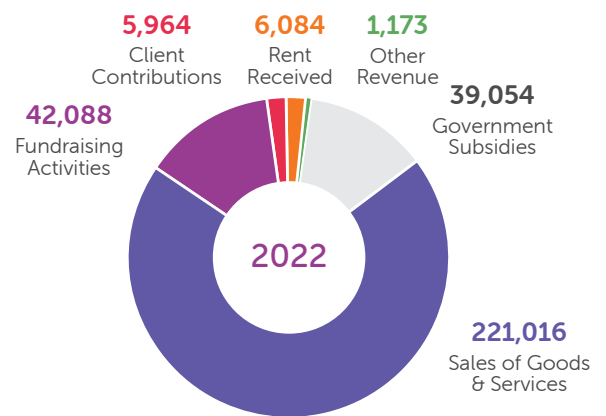
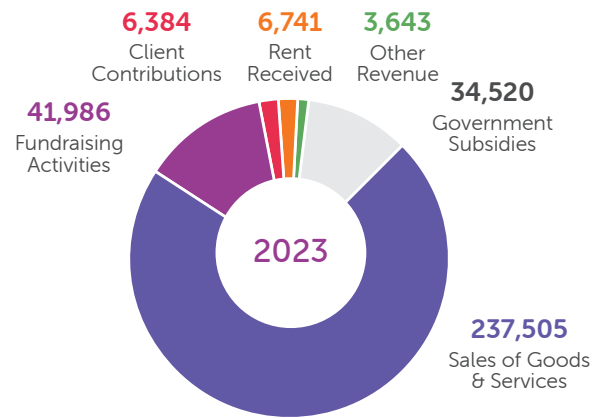
It is important to note that this figure includes a one-time reversal of \$4,900,000 related to estimated wage remediation costs that were not actually due. Additionally, the prior year's operating result included one-off NDIA lump-sum funding of \$5,448,000 for COVID-19-related costs, which was not repeated in the current period.

Excluding these exceptional items, the operating deficit for the FY2022-23 decreased by \$3,680,000 compared to the FY2021-22, and can be attributed to the following factors:

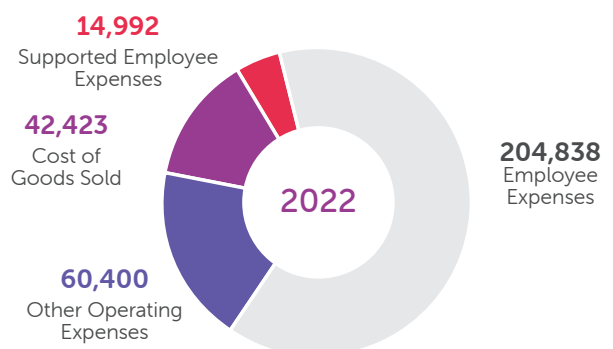
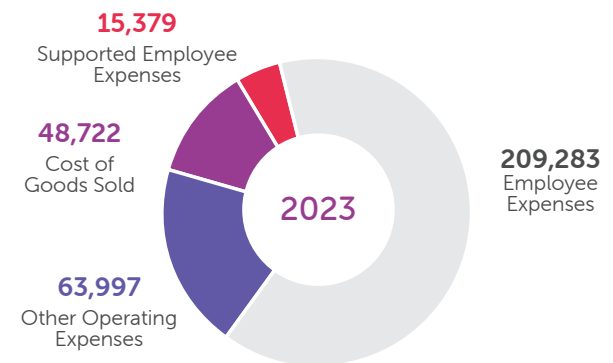
- Home and Community:** Operating results declined due to increased competition, reduced NDIA funding, and higher operating costs. Strategies are being implemented to align services with NDIA funding.
- Work:** Performance improved as operations returned to normal after COVID-19 disruptions, bolstered by a new Defence Force employment contract.
- Community Solutions:** Operating surplus declined due to caseload numbers not meeting projections during the transition to the Federal Government-funded Workforce Australia program. However, numbers improved towards the end of the financial year.
- Sales and Marketing:** Challenges were faced due to higher property acquisition costs and reduced fundraising. Innovative lotteries programs are expected to improve returns in the medium term.

Despite these challenging factors, the Group remains well-positioned to navigate the complex operating environment, thanks to its diverse revenue streams.

## Operating Revenue (\$'000)



## Operating Expenses (\$'000)



## Financial highlights

Operating revenues increased by \$15,400,000, representing a 4.9% growth compared to the previous year. Sales of goods and services, along with recurrent National Disability Insurance Scheme (NDIS) revenues, reached \$237,505,000, showing a significant increase of \$21,937,000 or 10.2% from the prior period. A minor decrease in revenues from fundraising activities, down by \$102,000, and a \$4,400,000 reduction in Federal Government subsidies was recorded.

In addition to the NDIS funding, the Group continues to receive support from both Federal and State Governments, representing 10.4% of total operating revenue (compared to 12.4% in 2022). Government subsidies decreased by 11.6% to \$34,520,000, compared to \$39,054,000 received in the prior period.

Operating expenses increased by 4.6% or \$14,728,000, totalling \$337,381,000 for the year. This increase was due to higher costs of goods sold and employment costs, partly to support the increased level of sales. Excluding the impacts of wage remediation costs in FY2021-22 and the subsequent reversal in FY2022-23, total operating costs increased by \$24,528,000 or 7.8%.

Non-operating revenues from non-recurrent government capital expenditure grants and gains on the disposal of surplus properties reached \$1,388,000 (compared to \$2,310,000 in 2022, which included a significant bequest of \$1,446,000). These funds continue to provide a valuable cash supplement for capital asset acquisitions and improvements. However, the total capital expenditure on property

amounted to \$14,831,000 (compared to \$12,974,000 in 2022), with most of the capital infrastructure spend funded from internal cash reserves.

The inclusion of these non-operating revenues reduced the net deficit for the year to \$5,214,000 (compared to a net deficit of \$4,964,000 in 2022).

## Balance Sheet

As of 30 June 2023, the Group maintains a sound financial position, with healthy bank balances and no interest-bearing debt, except for lease liabilities. The Group continues to maintain and grow a strong balance sheet, with a net current assets position of \$43,841,000.

## Cash Flow Statement

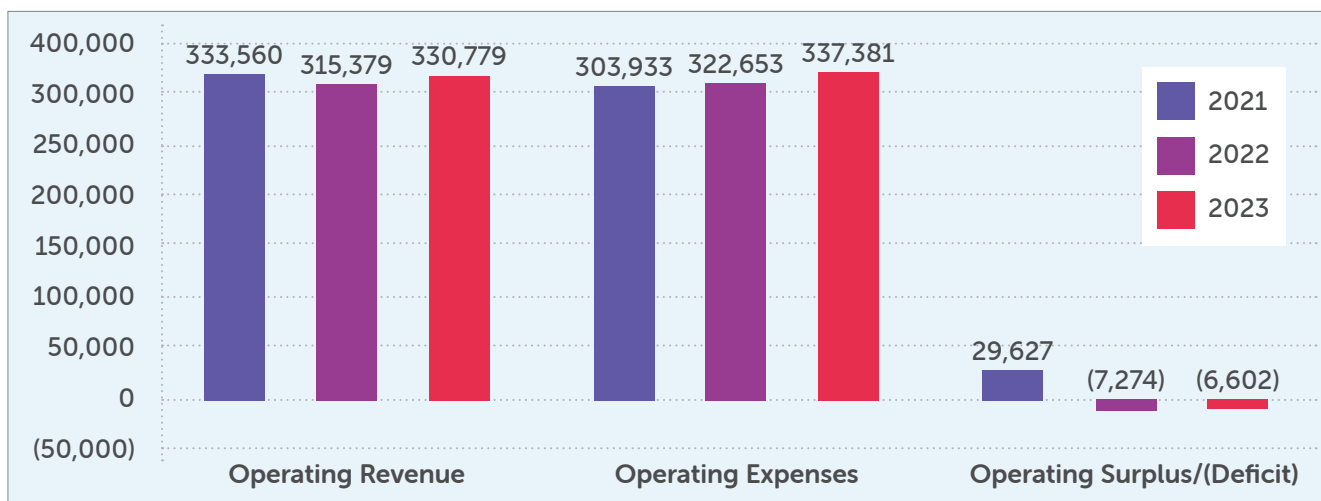
Net cash generated from operating activities improved significantly, in contrast to the previous year when net cash was utilised. This turnaround was primarily driven by the impact of the net deficit for the year and fluctuations in working capital funding requirements. The Group held untied cash reserves of \$46,313,000 at year end.

The accompanying graphs and tables provide a financial overview of the Group's operating results and financial position as of 30 June 2023.

## Audited Financial Report

For a comprehensive view of our financial details, you can access the audited full statutory Annual Financial Report of the Group for the year ended 30 June 2023, as a separate document. Members can request a copy by calling (07) 3908 7100 or download it from our website at [endeavour.com.au](http://endeavour.com.au).

## 3 Year Operating Results (\$'000)



## Five year Summary Financial Performance

	2023 \$'000	2022 \$'000	2021 \$'000	2020 \$'000	2019 \$'000
Operating Revenues	330,779	315,379	333,560	330,933	296,945
Operating Expenses	(337,381)	(322,653)	(303,933)	(297,925)	(291,770)
<b>Operating (Deficit)/Surplus</b>	<b>(6,602)</b>	<b>(7,274)</b>	<b>29,627</b>	<b>33,008</b>	<b>5,175</b>
Government capital expenditure grants and other capital donations	156	577	233	330	201
Significant bequests	-	1,446	-	-	9,253
Gain on sale of properties	1,232	287	349	3,105	1,154
<b>Net (Deficit)/Surplus for the year</b>	<b>(5,214)</b>	<b>(4,964)</b>	<b>30,209*</b>	<b>36,443*</b>	<b>15,783</b>

\*JobKeeper subsidies received during COVID-19.

## Five year Summary Financial Position

	2023 \$'000	2022 \$'000	2021 \$'000	2020 \$'000	2019 \$'000
<b>Assets</b>					
Current assets	93,439	112,720	122,901	130,940	89,675
Non-current assets	159,541	145,085	135,503	117,358	111,197
<b>Total Assets</b>	<b>252,980</b>	<b>257,805</b>	<b>258,404</b>	<b>248,298</b>	<b>200,872</b>
<b>Liabilities</b>					
Current liabilities	49,598	50,680	46,320	66,516	56,083
Non-current liabilities	5,755	4,721	4,308	5,486	4,119
<b>Total Liabilities</b>	<b>55,353</b>	<b>55,401</b>	<b>50,628</b>	<b>72,002</b>	<b>60,202</b>
<b>Net Assets</b>	<b>197,627</b>	<b>202,404</b>	<b>207,776</b>	<b>176,296</b>	<b>140,670</b>





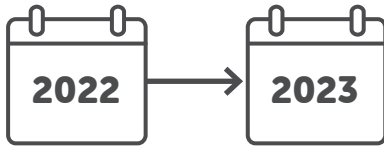
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## Introduction

This is our annual report.



An annual report says what we did in 2022 and 2023.

## Acknowledgement of Country



An Acknowledgement of Country is a way to show respect to Aboriginal and Torres Strait Islander peoples.

# Truth



Acknowledgement means to accept something is true.



Aboriginal and Torres Strait Islander peoples were the first people to live in Australia.



We acknowledge their connections to land, sea and community.



We pay our respects to Elders past and present.

## About us

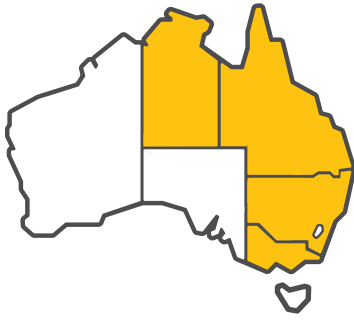


Endeavour Foundation and Community Solutions Group support people to make their possibilities come true.



We call ourselves #TeamPossible.





We support people in Queensland, Victoria, New South Wales and the Northern Territory.



We also work with partners to support people in the Australian Capital Territory, South Australia and Western Australia.



Research is important to us.



Our Research Fund helps universities look at ways to make things better for people with disability.

**Endeavour  
Foundation**  
Disability Research Fund

We do this research through the Endeavour Foundation Disability Research Fund.



## A quick look at 2023

We support a lot of people every year.



We have lots of different services.

## Work services



Over 1,700 people were supported to work at our social enterprises.

Employees can choose to do a range of different things like:

- Recycling
- Packaging
- Administration.





This year we started working with Australian Defence.



Over 130 employees work with Australian Defence in a new partnership.

**Defence  
Administration  
Program**

We call this partnership the Defence Administration Program.



Liam works in administration with the program.



Liam loves his job with Defence.

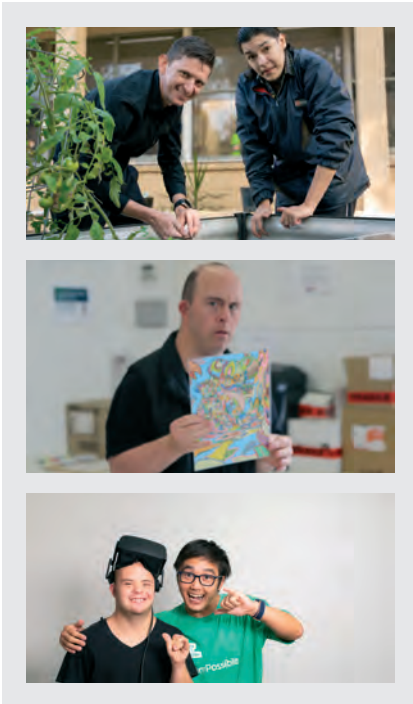


## Home and Community services

We supported over 830 people at learning and lifestyle hubs.

People learn lots of new skills at the hubs like:

- Gardening
- Art
- Virtual Reality.



Over 520 people were supported.



We want people to live in comfortable and safe homes.



Chris is one person we support.

Chris loves his new home.



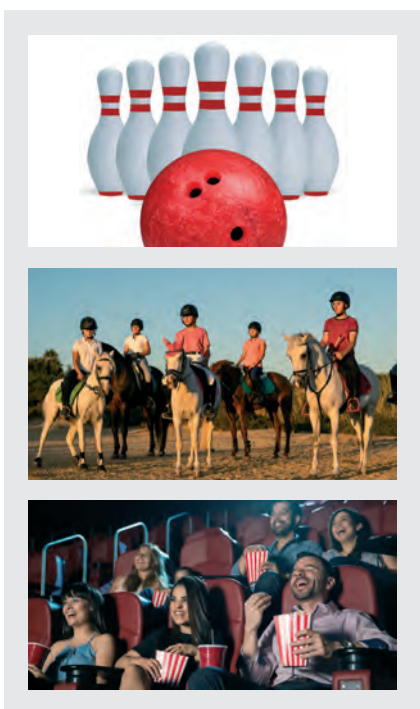
We helped 674 people get out into the community.



This is Sam.

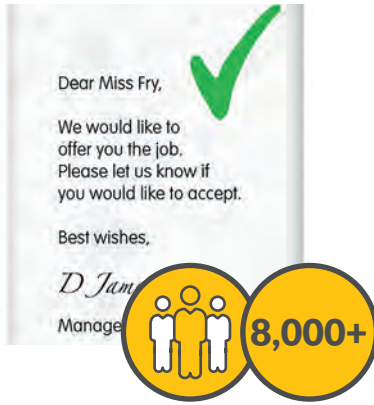


We helped Sam to spend time in his community.



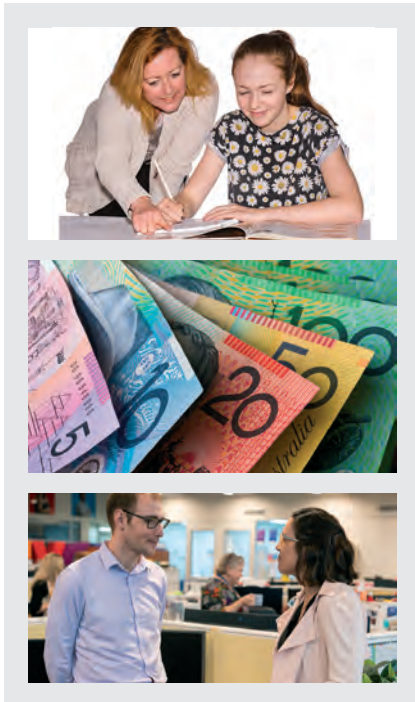
He has loved experiencing new things like:

- bowling
- horse riding
- going to the movies.



## Employment services

We helped over 8,000 people learn new skills so they can get a job.



We help with things like:

- studying
- money
- connecting them with employers.



This is Jesse.

We helped him get a job as a support worker.



A support worker helps people with disability.



Jesse is very proud to be a support worker.

## Apprenticeship and traineeship services

We helped over 200 people start a traineeship or apprenticeship.



A traineeship or apprenticeship is when people learn skills for a new job when they are working.



This is Ahanu.



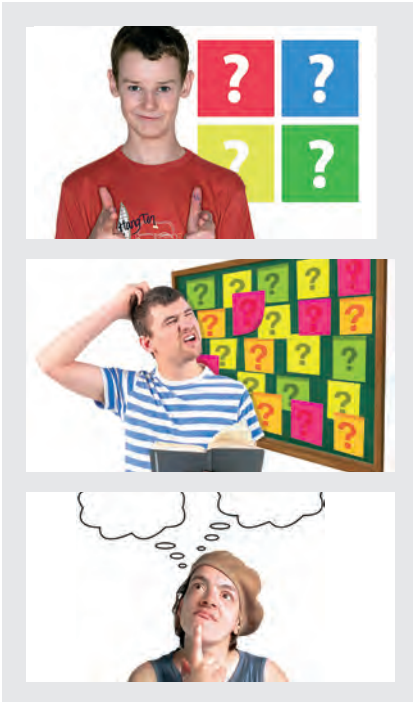
He finished a traineeship and now works at Endeavour Foundation full time.

He loved his traineeship experience.



## Education services

We helped 475 students learn foundational skills.



Foundational skills are simple life skills we need to live freely like:

- making choices
- problem solving
- thinking creatively.



## NDIS services

We supported over 2,300 NDIS participants.



NDIS gives money to people with disability to help pay for disability supports.





## Environment

The environment is important to us.



One way we help the environment is to recycle.



Recycling means to use something again.

This year we recycled:

- cardboard
- plastic
- glass
- metal
- paper
- household items.

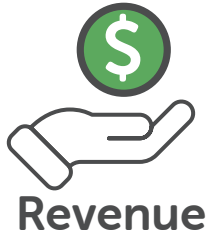




## Money

Our Annual Financial Report also tells you:

- how much money we made
- how much money we spent.



We made \$330,779,000.

That is more than \$300 million.



We spent \$337,381,000.

That is more than \$300 million.

**\$6,000,000+**

This year we spent \$6 million more than we made.



We paid for this from money we saved in other years.

## Thank you



Lots of organisations support us.



Lots of people help us.



Families help us do a better job helping people with disability.



Thank you for being a part of the Endeavour Foundation family.

## More information



The Annual Report has more stories about people doing great things.





You can read their stories at the front of this Annual Report.



It is not in easy read format.



If you have a question our staff can help you.

## Contact us



Email

[hello@endeavour.com.au](mailto:hello@endeavour.com.au)



Call

1800 112 112



Write

PO Box 3555, Tingalpa DC QLD 4173

## Thank you

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

### Corporate partners, sponsors and supporters

Arrow Energy

Smart Monday (Future Super)

Edmen

Canon Australia (Canon Business Services)

CBC

### Grants, Trusts, Foundations, Estates and generous supporters

Brazil Family Foundation

Flannery Foundation

The Livingstone Family

The Simpson Foundation

Romer Family Philanthropy

David Huxley Bequest

### Thanks also to participants in our 2022 fundraising events

Christmas Appeal

Home Run

Melbourne Cup Luncheon

Tax Appeal

The Great Endeavour Rally

## How you can get involved

### Call us

1800 112 112

### Email us

hello@endeavour.com.au

### Write to us

PO Box 3555, Tingalpa, DC Qld 4173

### Visit our website

endeavour.com.au

### Link in with us

linkedin.com/company/endeavour-foundation

### Like us on Facebook

facebook.com/EndeavourFoundation

### See us on YouTube

youtube.com/EndeavourFoundation

### Follow us on Twitter

@endeavourf





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