



# ANNUAL REPORT 2019



United DisAbility



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# CHAIRPERSON REPORT

Roger Emmerson

The last financial year has been a successful one for United Disability Care. The Board along with the executive has overseen a return to profit and cash flow stability after the ongoing disruptions from the transfer to the NDIS and the reformation of the business.



Restructuring, new executives and careful reworking of operations and financial systems has provided a solid platform for the business. Our property portfolio is being carefully managed as is our vehicle fleet to ensure effectiveness and efficiency. A culture change of the company to a modern commercial organisation has been fundamental to our improvement.

During the year we acquired Adelaide Supportive Care and integrated this entity into our operations. This acquisition has added to our bottom line and demonstrated our improved acquisition and integration processes. Other targets which can add to our market share and profitability will be sought as we seek to profitably grow the company.

The Board's focus has been on return to shareholders whilst proving the highest level of care for our clients. Supported Disability Accommodation has become a key area for the business concurrently with client outcomes. Importantly, families are now regularly consulted and integrated into the care process and the information flow to families and the Board has vastly improved.

The company today is barely recognisable from a year ago with a new name, modern premises, structure and more efficient operational processes. Staff morale and performance is also improving.

I wish to acknowledge my fellow Director Andrew Antonopoulos for his valuable contribution to the Board over the last several years. Our new CEO and Director Sylvia Capps is providing to be a capable executive dedicated to the task. Of paramount importance are our staff who have been the bedrock of the company and I sincerely thank all our team members for their efforts in delivering the business we have today.

The company is profitable, commercially efficient and a good workplace for staff. Importantly the company is growing and provides a high level of care for our clients, our reason for being. We look forward to further growth and improvement in the coming year.



# CHIEF EXECUTIVE OFFICER REPORT

Sylvia Capps



It is with great pleasure that I deliver the 2019 annual board report for United Disability Care, on behalf of our Staff, Management, Board and Clients. This year has seen a whirlwind of change and growth for our organisation.

With a disappointing and very challenging 2018 financial year, we knew we needed to make some dramatic changes to cement our sustainability in our ever-changing industry. We have successfully rolled out multiple system changes, to make our back of house operations not only compliant with new regulations and legislation. But we have also dramatically increased our efficiency and accuracy in doing so. It is these new systems along with our wonderful and ever committed team that has seen United Disability Care move from the loss of 2018 to the growth of 2019. It must be said, and I warmly acknowledge that without the commitment and dedication of our 550+ staff, this year would not have been the fairytale that it was. We had to work hard, in fact harder than we have ever had to before, and our rewards are in our strength as a company.

July saw the finalisation of the NDIS transition for our clients and the closure of a 3 year journey which now fully supports our clients to have their voices heard and live a life of 'their choice' and 'their control'. While other companies have fallen and not survived the transition, it is with great pride that I can say we have flourished. We have seen a total increase in revenue of greater than 10%, a total increase in client numbers by greater than 10%, an increase of direct support workers of over 25% and a reduction in Admin roles by 5%. What this means is we are spending more time on the ground where it matters most, and we have extended our reach to more people overall. Thank you to everyone who's been a part of making this year all that it was, the clients, the staff and the Board. I truly believe that this is just the beginning and I enter the next financial year with great excitement of the amazing things still to come.







# STRATEGIC DIRECTION

In March 2018 a workshop was conducted to review and measure our Strategic, Financial and Business Planning performance against the National Disability Insurance Scheme Standards (NDIS).

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Nineteen management personnel and staff representatives were in attendance. Attendees included representatives from management, team leaders, support staff, and WHS representatives. The feedback from the round table discussions has provided valuable information that has been incorporated into

plan objectives. The assessment process provided an insight into each participant's personal perspectives that was based on their knowledge and relevance to their positions within the business. Including a review of achievements, current market challenges and our focus areas for future development.

Discussion	Feedback
 <p><b>EXTERNAL CHALLENGES</b> NDIS Planning meetings, NDIA, Continuity of Service</p>	<ul style="list-style-type: none"> <li>• Be more present at NDIS forums and build strong relationships with key personnel.</li> <li>• Ensure all communication from the commission is shared internally and that all admin staff are signed up for updates.</li> <li>• Presentations to increase staff awareness of NDIS and customer service.</li> </ul>
 <p><b>CLIENT RETENTION</b> Customer engagement, providing consistent support, clients leaving for other providers</p>	<ul style="list-style-type: none"> <li>• Implement a more personalised approach to client management, build on the relationships with clients and families (open days, invitation to meetings).</li> <li>• Provide clients and families with more avenues to feedback, allowing us to address issues as soon as they arise.</li> </ul>
 <p><b>STAFF RETENTION</b> Empowering staff morale, consistency.</p>	<ul style="list-style-type: none"> <li>• Develop strategies for acknowledging staff achievements and team success.</li> <li>• Managers to review and implement a development plan in relation to succession planning and sharing knowledge.</li> </ul>
 <p><b>DEVELOPMENT</b> Investment in staff, Build staff knowledge</p>	<ul style="list-style-type: none"> <li>• Identify key training that will benefit staff making it available to all, create a training plan for the next twelve months.</li> <li>• Managers to identify key training required for their teams and build this into individual development plans to be reviewed at appraisals.</li> </ul>
 <p><b>COMMUNICATIONS</b> Consistency, Being transparent, Clear channels of communication</p>	<ul style="list-style-type: none"> <li>• Implementation of a consistent, standardised communication plan for clients and families.</li> <li>• Review internal communications and investigate ways to provide regular organisation information to all employees.</li> <li>• Review how information is currently disseminated and is this an effective way of providing information.</li> </ul>
 <p><b>INTERNAL CHALLENGES</b> Manual processes, Too many changes, Becoming more digital based</p>	<ul style="list-style-type: none"> <li>• Implementation of new user friendly systems that better support our staff and allow us to manage client information and regulatory requirements more efficiently.</li> <li>• Implement an improved approach to change, ensure staff understand the reasons and the impacts to both them as an individual and the organisation as a whole. In addition allow time for recent changes to embed and the successes these changes have had on the organisation to be realised by all.</li> </ul>



# Financial Planning

Annual external audits are undertaken and recommendations reviewed and signed off by the Board.



Our budget assumptions are reviewed on a regular basis to ensure ongoing appropriateness. Our budgets are revised only when fundamental assumptions are no longer applicable.



We are aware of the extent to which any of our service programs are cross subsidised and understand the potential impact of self-directed approaches and portable funding on these programs.



We prepare monthly financial reports by the second week of each month which are carefully considered by management for adherence to budgets and performance indicators.



We have chosen a service mix in our strategic business plan that provides for a financially viable and sustainable business.



We have a basis of costing the provision of individualised services and are able to quantify the financial and service impact of a client choosing individualised services on our organisation.



We establish, know and monitor the break-even level of our operations from our budgets and actual financial results.



Our financial budget is an integrated 3 way (profit and loss, cash flow and balance sheet) model forecast for the next 3 years which considers the impact of the shift to self-directed approaches and portable funding.



Our current financial budget is drawn from and clearly actions our current strategic business plan.



# Business Impact

We have considered the impact of the new quality framework on our operations and have put in place the necessary processes.



We have developed a marketing strategy to capture further support from the community and stakeholders to assist us in delivering individualised service.



We have the necessary debt collection processes to ensure client debts are not outstanding beyond agreed terms.



We have developed and use "client contracts" to reflect the conditions and obligations of individualised service programs.



We have considered the impact of the self-directed approaches on our operational needs (vehicles, computers, software etc.) and have incorporated these impacts into our capital and financial budgets



We have considered the impact of the self-directed approaches on our staffing mix and resources and have taken appropriate action to ensure we have the necessary skills and resources.



We have established appropriate staff policies to reflect the changed working conditions associated with self-directed approaches.



We have the necessary processes to trigger the raising of invoices to individual client



We have the necessary accounting and time recording processes to record and identify individual staff hours against the provision of services to individual clients.







# HUMAN RESOURCES

**The challenge ahead for the disability sector in general is attracting and maintaining skilled and qualified support staff. Currently in the disability sector almost 4 in 10 workers are employed on a casual basis. Compared to other industries which is 2.5 in 10 workers being casual.**

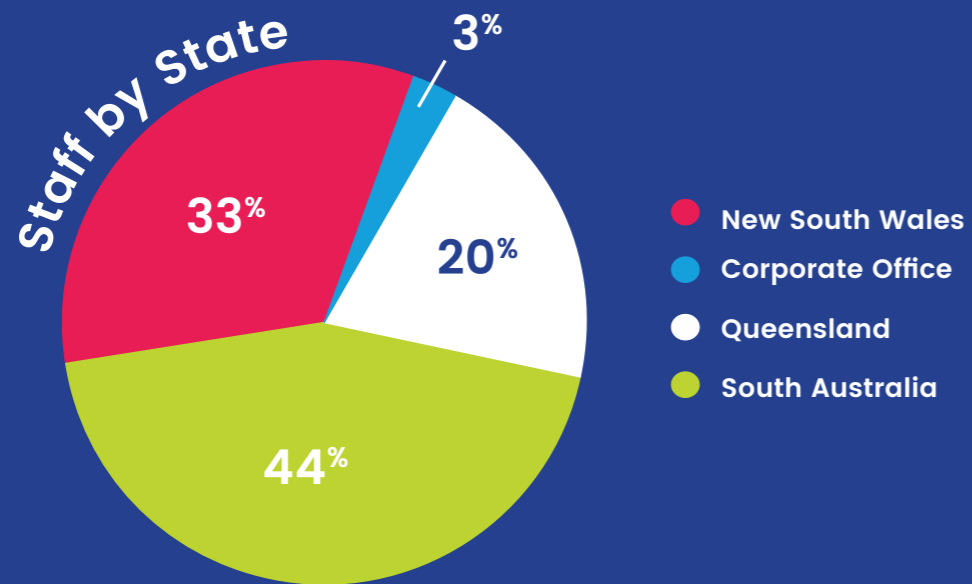
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The implementation of the NDIS has resulted in people being employed in different ways, new types of businesses are entering disability and there are concerns casualisation will increase. United Disability Care staff ratio for permanent and permanent part time staff is currently at 43% with casual staff 57%. We are aware workforce casualisation can result in inconsistency of support for participants, low investment in training and qualifications, and weak career pathways. We have therefore as an organisation made large strides to increase the number of staff that are permanent part-time and also added incentives and benefits to encourage support workers to choose us as the employer of choice.

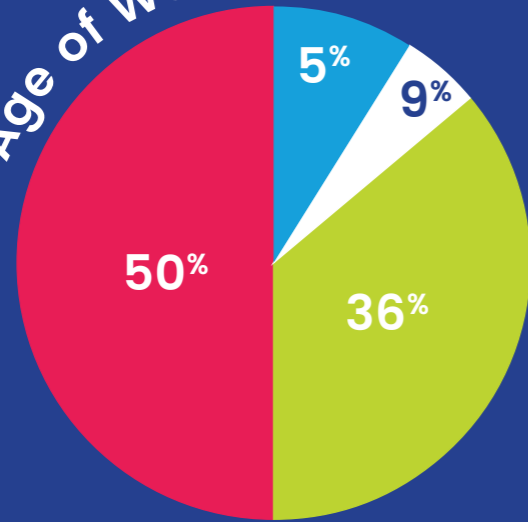
Over the last six months we have introduced the new HR system FLARE which allows us to ensure all staff on-boarding is mapped from start to finish ensuring we are providing a support system to help our staff in conjunction with meeting NDIS requirements. Our greatest area of concern moving forward is to find a solution to our aging work force and look at new ways to attract younger candidates to the industry.

# Workforce Sustainability

The retention of staff is an important indicator of staff satisfaction and of a healthy workplace. By monitoring staff turnover it is apparent that matching the right worker with the right client is essential. Staff Retention is a key focus area for us moving forward, ensuring we are investing time and training into the right candidates.

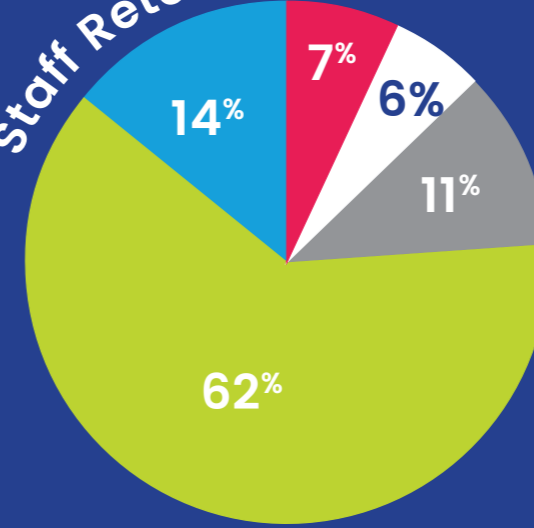


Age of Workers



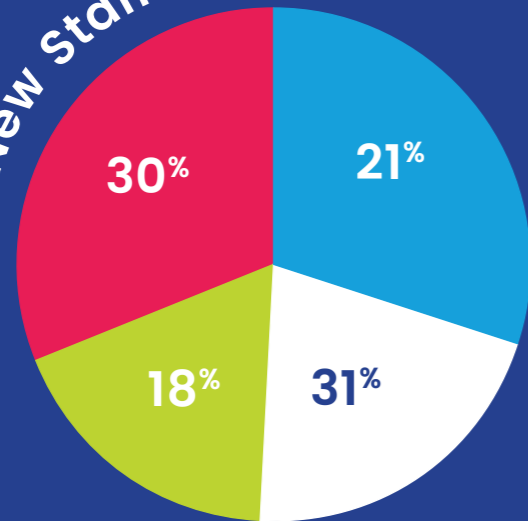
- 18-25
- 26-45
- 46-65
- 65+

Staff Retention



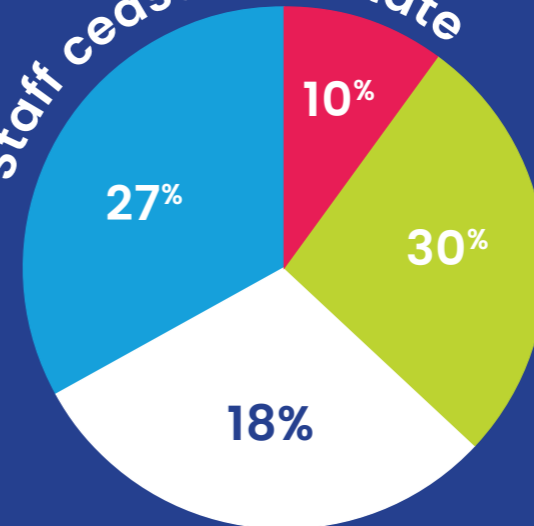
- 0-2 Years
- 3-5 Years
- 6-10 Years
- 11-14 Years
- 15+ Years

New Staff by State



- Corporate Office
- Queensland
- New South Wales
- South Australia

Staff ceased by State



- Corporate Office
- South Australia
- New South Wales
- Queensland

# MEET THE BOARD



## Roger Emmerson Chairman

Roger is Trustee of an investment trust and Chair of United Disability Care. He is a graduate of the Royal Military College Duntroon, UNSW, Cranfield University (UK) and USQ with qualifications in economics, business, project management and marketing.

He has wide ranging operational, leadership and business experience across Defence, the public and private sectors in finance, logistics, property, franchising and sales and marketing. He is a member of Broadwater-Southport Rotary Club, Southport Yacht Club and has acted as a Justice of the Peace (Qualified) for more than 25 years.



## Andrew Antonopoulos Board Director

Andrew Antonopoulos provides experience and a background in practicing taxation law (both domestic and international) as well as corporate and commercial law.

Through practicing in both legal and accounting firms, Andrew has a skill set that is both analytical and commercially driven. Andrew has provided advice to several property groups and understands the range of tax and legal considerations surrounding property and portfolio management. With a sound understanding of general legal principles and a specialisation in taxation and commercial law, he has a keen eye to mitigate risk and pursue appropriate opportunities when presented. After graduating with a Juris Doctor (JD) and completing his Master of Laws in Corporate and Commercial Law (LLM), Andrew has practiced taxation law for nearly 10 years. Andrew is also Chairman of the Gold Coast Homeless Youth Project.



## Sylvia Capps Board Director and CEO

Sylvia has been a part of the United Disability Care family since 2012. In that time she has worked in various leadership roles and is a well-respected leader and mentor to our teams. With extensive management experience, in a number of large Australian organisations, Sylvia brings to UDC a strong business acumen and outstanding people management skills.

However what really sets Sylvia apart is her emotional investment in our purpose and her determination to never shy away from making tough decisions. Sylvia has earned the trust of her team, leading by example... and supporting her managers, hence they have the utmost confidence that her decisions are made in the best interest of our clients, our staff, the community, and the business. Sylvia is not your 'typical' CEO; and in her own words, "she has spent 7 years learning and understanding every inch of the disability industry". She has a passion for our clients and staff that is truly inspiring and is setting a refreshing standard of excellence in the disability industry. Committed and highly efficient, she is driven by a purpose that all people living with a disability will live a life of choice, a life they love and with dreams that become a reality.

# EXECUTIVE MANAGEMENT TEAM



**Mark Forrester**  
General Manager



**Sean Beasley**  
Financial Controller



**Brooke Bignon**  
Business Support Manager



**Cheryl Craven**  
Quality & Safeguarding  
Manager

# MANAGEMENT TEAM



**Karen Orr**  
Area Manager  
(NSW North)



**Rachel McKindley- Willison**  
Area Manager  
(Gold Coast)



**Lynn Sheen**  
Area Manager  
(QLD North)



**Alex Hanson**  
Area Manager  
(South Australia)



**Grant Carson**  
Area Manager  
(NSW South)



**Anita Mayer**  
Asset & Tenancy  
Manager



**Nicole Notley**  
Transition & Liaison  
Officer



**Winnie Zhoya**  
Client Support  
Manager



**Rebecca Bannister**  
Mental Health Services  
Manager



**Nardrah Warren**  
Finance Manager



**Waheed Gondal**  
Accountant



**Greg O'Donnell**  
Business Development  
Manager

# QUALITY & COMPLIANCE

**The disability sector is still an ever changing landscape with the state wide implementation of the National Disability Insurance Scheme.**

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The major changes have been in the monitoring of all registered services providers to improve quality across the sector. As part of our quality system we have been providing information to both the NDIA in New South Wales and South Australia and the HSQF in Queensland. Working to the dual systems whilst waiting for the transition within Queensland.

The reforms within the sector have been welcomed, the increased focus on the Human Rights of a person living with a disability and all service providers Quality Management Systems has put much emphasis on tailoring services to meet that of individual clients.

A full review of our Risk Management Framework was conducted in March. Our commitment is to maintain a quality system that addresses both risks and opportunities. Risk management is integral to our quality management practice for the provision of a safe workplace for everyone. Undertaking an External Certification Audit by Global Mark in May. Our current performance against NDIS standards meets the national certification requirements.

A positive complaints culture is also fundamental to quality. We surveyed 204 participants to determine if people accessing supports know how to make a complaint. The survey showed that 78% of people knew how to access information for complaints or to provide feedback.







Key Improvement highlighted through internal audit include:

- Development and roll out of the amalgamated Client Support Plan and Personal & Health Profile for participants to succinctly summarise the key information required for service delivery and in the event of an emergency.
- Training Plan and greater focus is required for WHS.
- Reduce and simplify policies and procedures to make more user friendly for both staff and clients.
- Training in relation to Incident Management, Medication Errors.

At United Disability Care each year we measure how our direct supports are provided, including feedback surveys from people with disability who are satisfied or not so satisfied with the range of our services provided. We have a well-defined continuous improvements process that helps us to maintain quality and improve services. We also conduct self-assessments, internal and external audits, and hold regular meetings with participants, families' and carers.

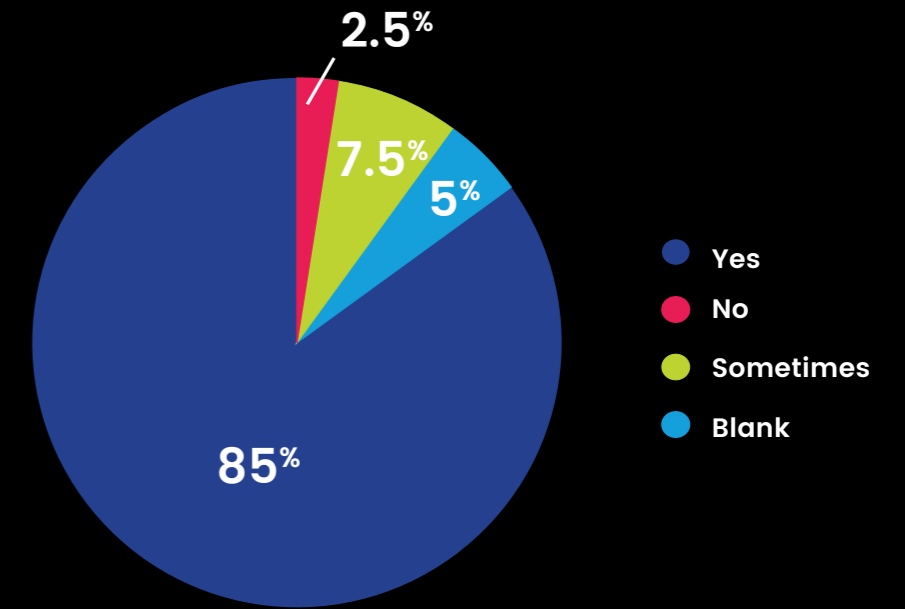
We are active in seeking new ways to engage and collaborate with people accessing our services. Participants, families and carers place their trust in us to support them and their family members and to partnership with them in developing the best support frameworks possible to fulfill individual needs. We have therefore increased the types and amount of communication we have between management and the families. In addition we are trialling a client open day at our Head Office in Robina.

The quality of our documentation, especially the clinical improvements seen within our 24/7 accommodation support, has been praised by external auditors. This corroborates our confidence and ability to provide quality services and outcomes. Family feedback provided some great insights into how well we are providing our services and how we may improve in 2020.

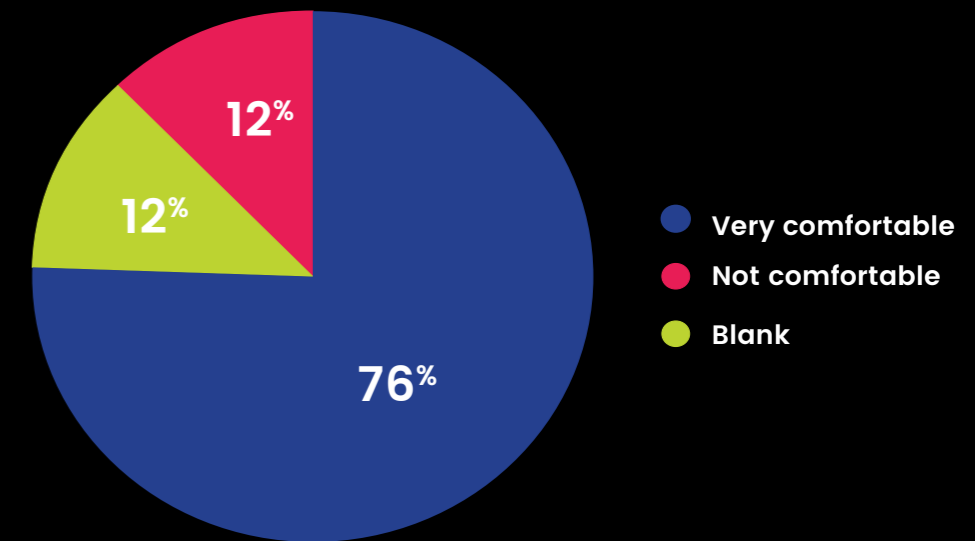
With the integration of Adelaide Supportive Care into United Disability Care our focus on Quality will be to ensure consistency, standardised approaches across all states. Ensuring the Client is at the heart of all we do.

# CLIENT & FAMILY FEEDBACK

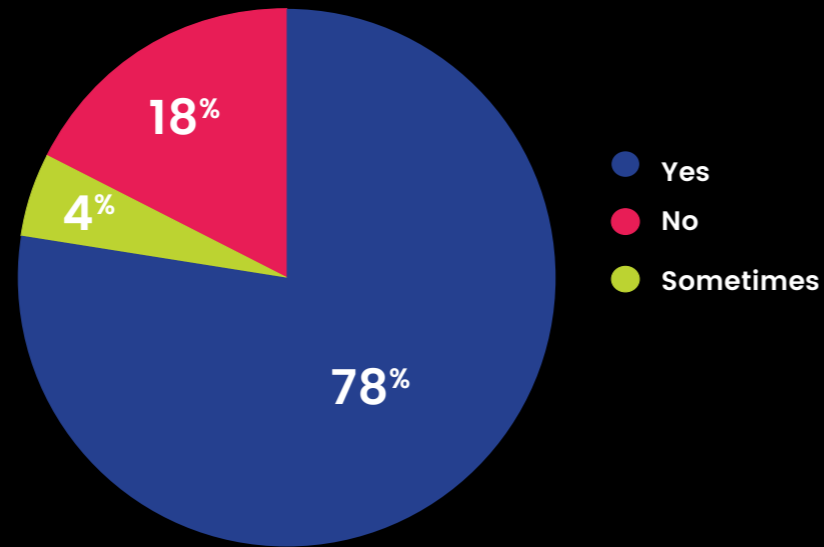
Are your rights respected by the organisation?



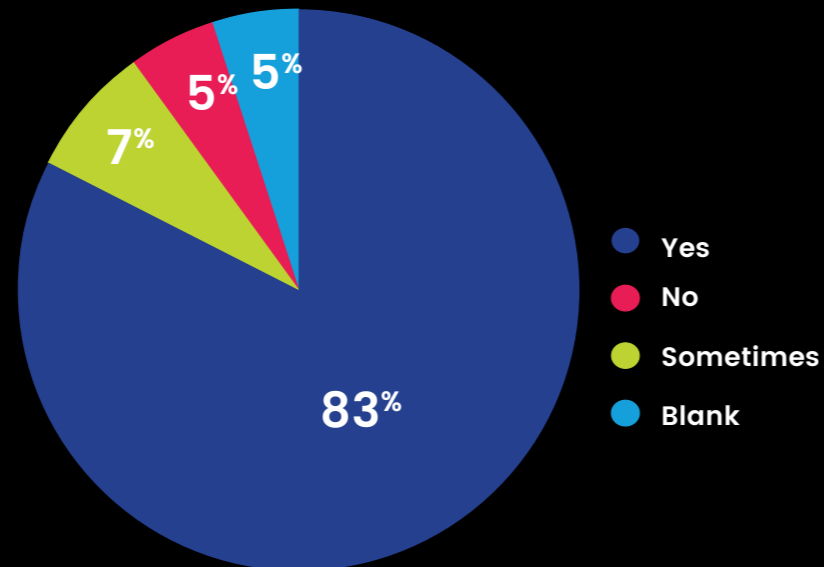
Do you feel comfortable making a complaint?



Does the organisation work with you to make plans for a full and happy life?



Does the organisation support you to exercise your rights all the time?



600+ Values Clients



Avg. 25% increase of staff per state

Across 3 states



FULL COMPLIANCE with NDIS requirements

500+ Dedicated Employees



83% of clients think our organisation supports you to exercise their rights all the time



75% of clients think we work with them to plan for a full and happy life



42 Residential Houses



33% of staff have been with UDC over 5 years

100% of Service delivery managers come from a support worker background. Senior team in touch with the industry requirements.



FINANCIALS

17-18

1.5k loss

18-19

655k surplus

Implemented NEW AUTOMATED systems for rostering and NDIS billing

# FINANCIAL REPORTING

For the Year Ended 30 June 2019

ABN 75 065 087 210

**Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Responsible Persons of United Disability Care Pty Ltd**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2019, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

15.10.2019



## Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2019

	Note	2019	2018
	4	\$	\$
Revenue		30,852,087	26,423,531
Employee benefits expense		(22,804,060)	(21,856,551)
Administration expenses		(4,276,575)	(3,664,373)
Other expenses		(2,767,268)	(1,337,513)
Acommodation expenses		(249,487)	(334,817)
Vehicle expenses		(202,816)	(250,147)
Depreciation expense		(208,089)	(171,947)
Impairment losses on buildings		-	(56,270)
Gain/(Loss) on disposal of non-current assets		303,553	(268,800)
Finance costs		(23,151)	-
<b>Profit/(Loss) before income tax</b>		<b>624,194</b>	<b>(1,516,887)</b>
Income tax expense		-	-
Profit/(Loss) for the year		624,194	(1,516,887)
<b>Other comprehensive income, net of income tax</b>			
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Revaluation increment for property, plant and equipment		-	132,000
<b>Other comprehensive income for the year, net of tax</b>		-	132,000
<b>Total comprehensive income for the year</b>		<b>624,194</b>	<b>(1,384,887)</b>

The accompanying notes form part of these financial statements.  
See full Financial report: <https://www.uniteddisability.com.au/about-us/organisationalinformation>



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