

Annual Report

2020/2021



Photograph by Knoxbrooke Achieve Student 2021



Let's GROW together

Vision

A world where the human rights of people regardless of ability are respected with dignity and warmly welcomed to fully participate in all aspects of everyday life.

Mission

We are dedicated and caring people with a mission ... to ensure that all those who access Knoxbrooke's services, have the chance to realise their full potential ... no matter what the obstacles, no matter what the challenges. We care ... we serve with compassion ... with skill ... with effectiveness ... with results and with respect.

Our commitment to you

G

Genuine

We are genuine in who we are and all that we do.

R

Responsive

We listen, we adapt and we respond to you and what you need.

O

Opportunities

We offer life changing opportunities for you.

W

With you all the way

From school to retirement, we will support you every step of the way.



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2020/2021

Chair and Group CEO Report



2021 has seen Knoxbrooke move into a new phase with the launch of the 2021-2023 strategic plan informed by clients and family feedback.

Customer-centricity lies at the heart of what we do each day and has been encapsulated in our GROW commitment to clients and families with GROW standing for:

Genuine, Responsive, Opportunities and With you all the way.

Whilst COVID-19 has tested the resilience of Knoxbrooke, it has been most heart-warming to see our team respond in the most valued of ways. Our agility and nimbleness to serve others has been key. Our GROW commitment came to the fore, repeatedly. Services were modified at short notice and communicated to affected clients and families promptly so as to reduce already heightened anxieties across our community. All team members are to be congratulated for stepping-up and putting the welfare





of clients and families first. As Knoxbrooke stewards, we have been humbled by the professionalism, sincerity and care displayed by our wonderful team.

Thankfully, Knoxbrooke was partially eligible for JobKeeper which eased immediate financial pressures and enabled this not-for-profit to do what not-for-profits do best and focus on meeting the needs within our community during this ongoing once in a lifetime pandemic.

COVID-19 with its associated extended stay-at-home orders did provide Knoxbrooke with the opportunity to invest time and resources into

upgrading quality systems across the organisation. Initiatives included digitising archived records, standardising and upgrading the document management system, implementing a robust risk management system and upgrading ICT infrastructure. The benefits of this work will be seen for years to come and was immediately evident in our first-ever independent NDIS Quality & Safeguards audit report which was passed strongly.

Our thanks to Dr Dallas Isaacs who stepped down as Chair during the year and the Board for their willingness to be available and make critical decisions during such uncertain times. We would also like to thank the



leadership team and staff for going above and beyond many times this past year.

Finally and most importantly, thank you to all Knoxbrooke clients and their families for entrusting us to provide services in a way that is most meaningful to you.

Professor Colin Higgins

Chair

Kristian Dauncey

Group CEO



Financials

By Trevor Norman

I am pleased to report on the audited Financial Statements for the year ended 30 June 2021.

The Consolidated Statement of Profit or Loss shows that Knoxbrooke Incorporated and its controlled entity, Knoxbrooke Enterprises Limited, generated a surplus of \$993,903 compared to a prior year surplus of \$2,857,423 (which included a gain on acquisition of Mawarra of \$3,127,034).

Despite the ongoing impacts of COVID 19, sales revenue was above the prior year with strong Nursery sales (up 12%) offsetting lower Garden Centre/Retail sales and Horticultural services income.

Grants and other income increased by 5% which can be attributed to the JobKeeper subsidy which was \$1,902,224 higher than last year. Conversely, income from NDIS services decreased by \$942,581 due to the impact of COVID 19 restrictions on service delivery and the Basecamps program not being offered in the current year.

Employee Benefits expenses were 3% above last year due to higher JobKeeper top-up payments.

Knoxbrooke's Balance Sheet remains strong with the current year surplus causing a corresponding increase in net assets. Proceeds from the sale of the Burwood Highway, Ferntree Gully property has allowed Knoxbrooke to clear prior year borrowings of \$2,789,514 and contributed towards a healthy cash balance at the end of the financial year.



**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021**

	Consolidated	
	2021 \$	2020 \$
Sales Revenue	7,018,110	6,860,714
Grants and other income	11,945,242	11,323,981
Gain on acquisition of Mawarra	-	3,127,034
Costs of Material	(2,717,249)	(2,487,506)
Changes in inventories of finished goods and work in progress	894,365	(163,609)
Employee benefits expense	(12,926,398)	(12,560,610)
Depreciation and amortisation	(805,144)	(614,936)
Bad and Doubtful debts expense	(8,391)	(890)
Short term and low value lease expenses	(60,573)	(120,035)
Finance costs	(96,878)	(150,275)
Repairs and Maintenance	(184,553)	(210,274)
Contractor payments	(512,345)	(771,989)
Other expenses	(1,552,283)	(1,537,807)
Surplus for the year	993,903	2,693,798
Other comprehensive income		
Items that will not be reclassified subsequently to profit or loss		
Revaluation of land and building	-	163,625
Total comprehensive income for the year	993,903	2,857,423

**STATEMENT OF CASH FLOWS FOR
THE YEAR ENDED 30 JUNE 2021**

	Consolidated	
	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers and NDIS	20,460,398	18,642,619
Payments to suppliers and employees	(20,193,644)	(18,128,209)
Donations received and other receipts	5,100	24,126
Interest received	2,937	867
Finance costs	(96,878)	(150,275)
Net cash provided by/(used in) operating activities	177,913	389,128
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of property, plant and equipment	5,531,652	39,689
Payment for acquisition of Bushland Flora	-	(383,925)
Proceeds from land deposit	-	1,000,000
Purchase of property, plant and equipment	(352,317)	(320,376)
Payment incurred for asset held for sale	-	(133,482)
Net cash provided by/(used in) investing activities	5,179,335	201,906
CASH FLOWS FROM FINANCING ACTIVITIES:		
Lease payments	(510,028)	(263,447)
Net cash provided by/(used in) financing activities	(510,028)	(263,447)
Net increase/(decrease) in cash and cash equivalents held	4,847,220	327,587
Cash and cash equivalents at beginning of year	(1,524,324)	(1,851,911)
Cash and cash equivalents at end of financial year	3,322,896	(1,524,324)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2021

Consolidated	
2021	2020
\$	\$

CURRENT ASSETS

Cash and cash equivalents	3,322,896	1,265,190
Trade and other receivables	1,812,371	2,387,318
Inventories	3,393,733	2,499,368
Non-current assets held for sale	-	6,437,514
Other assets	235,640	195,267
TOTAL CURRENT ASSETS	8,764,640	12,784,657

NON-CURRENT ASSETS

Property, plant and equipment	6,495,141	6,512,064
Other assets	96,513	94,475
Right-of-use assets	2,229,038	1,811,396
TOTAL NON-CURRENT ASSETS	8,820,692	8,417,935

TOTAL ASSETS	17,585,332	21,202,592
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CURRENT LIABILITIES

Trade and other payables	1,449,000	1,782,672
Borrowings	-	2,789,514
Provisions	1,356,775	1,751,849
Lease liabilities	482,718	321,607
Other liabilities	214,654	1,675,324
TOTAL CURRENT LIABILITIES	3,503,147	8,320,966

NON-CURRENT LIABILITIES

Provisions	115,584	185,373
Lease liabilities	1,861,718	1,585,273
TOTAL NON-CURRENT LIABILITIES	1,977,302	1,770,646

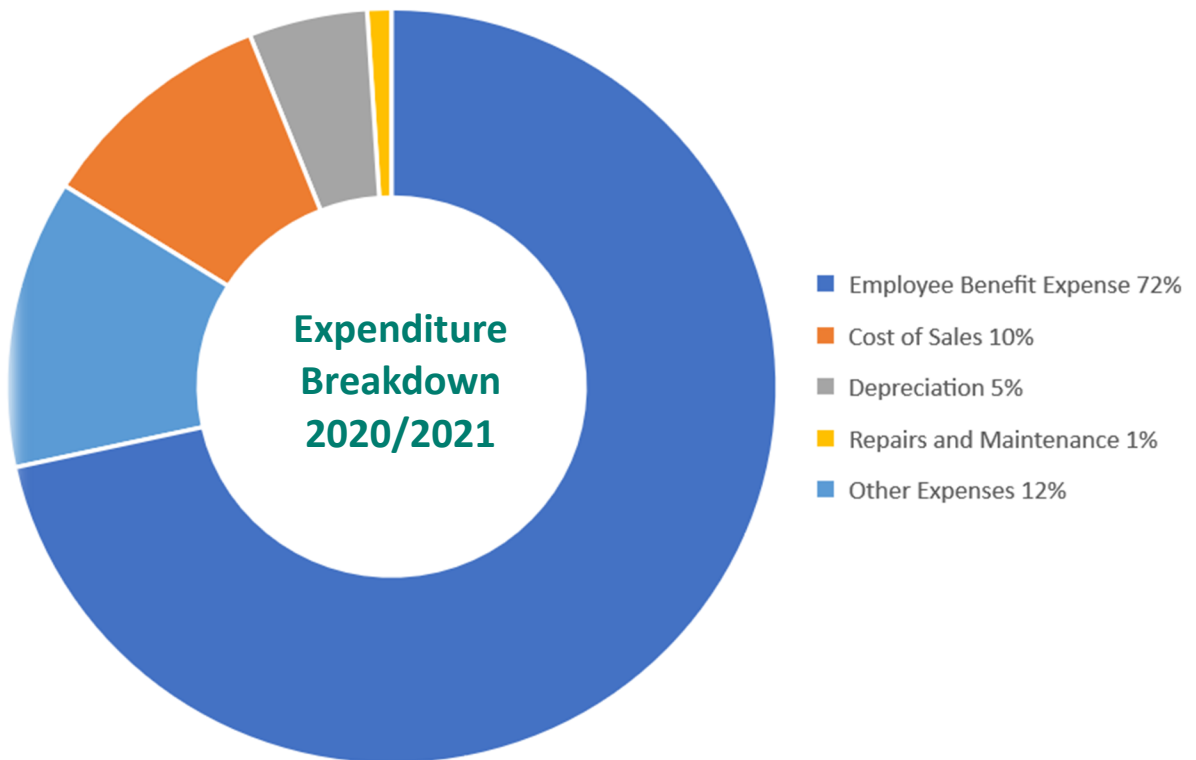
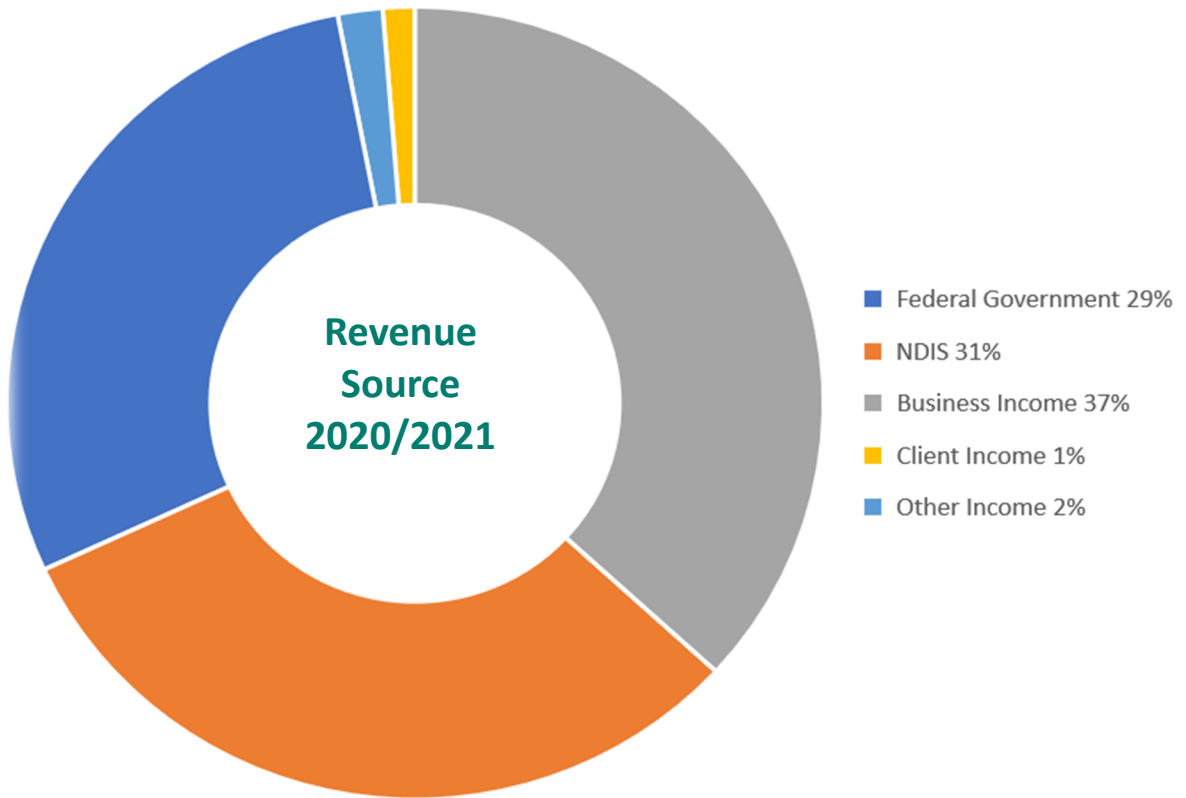
TOTAL LIABILITIES	5,480,449	10,091,612
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NET ASSETS	12,104,883	11,110,980
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EQUITY

Reserves	2,251,159	8,573,318
Accumulated Surpluses	9,853,724	2,537,662
TOTAL EQUITY	12,104,883	11,110,980

This concise financial report is an extract from the financial report; the financial statements and specific disclosures included in this concise financial report have been derived from the financial report; this concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investment activities of the entities as the financial report; and further financial information can be obtained from the financial report and the financial report is available, free of charge, on request



Knoxbrooke Enterprises



By Scott Buckland

Our achievements of the past year are a testimony to the commitment of our employees across the business. We navigated the impact of COVID-19 across our teams with strength and resilience. We have been extremely proud of the way our teams have responded to the changes and the various initiatives the organisation implemented.

Our Community Facebook Page was a real highlight during the pandemic, giving our team the opportunity to connect, share stories and check in with each other during the most difficult periods in lockdown.

With planning and flexibility, we were able to take our employees on the journey through COVID. During the pandemic Knoxbrooke Enterprises retained all jobs during the pandemic and we were very appreciative of our staff taking leave wherever possible.

The next 12 months promises to be one of hope and consolidation.

Yarra View & Bushland Flora Nurseries

So ends the first full year of operation of Bushland Flora Nurseries under the Knoxbrooke banner. In June 2021 Yarra View Nursery and Bushland Flora were formally merged to



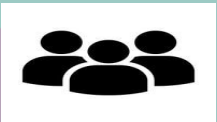
from *Yarra View & Bushland Flora Nurseries* and supported employees commenced work at the Bushland site. This simplified the way we were able to work our customer base and enables the best utilisation of the combined resources.

In mid-2020 we were awarded a \$1million deal with the Mordialloc Freeway Project, one of the largest ever awarded to a social enterprise in Victoria. At the beginning of 2021 we focused on production with deliveries commencing around April 2021. The road is scheduled to open in October 2021 with over 600,000 plants from our nurseries planted along the freeway.



The retail garden centre went from strength to strength during the year under the new self-promotion model. Marketing our own *Yarra View Bushland Flora* products directly to the public has greatly improved opportunities within the retail setting for supported employees.





145 staff,
Including 83 supported employees



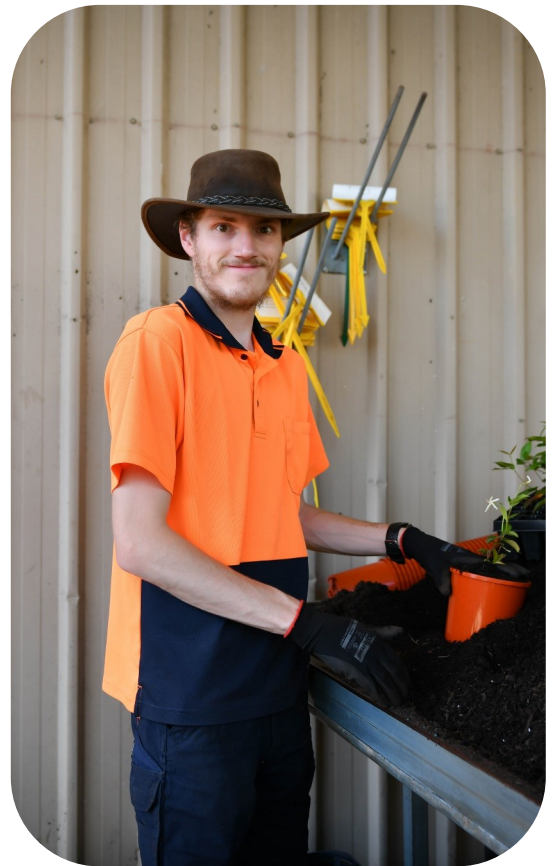
135,000 hours
of employment for people living with
disability



Over 5,000 hours
of training undertaken



Over 3 million
plants were produced



Knoxbrooke Outsource

The strength and resilience continued at Knoxbrooke Outsource. We got to work supplying kindling and firewood blocks for families devastated in the horrific storms that swept through the Dandenong and Yarra Ranges in June 2021. There was a real sense of community particularly in the face of so much damage to property and our own nurseries.

Jigsaw


Jigsaw provides light manufacturing, assembly and packaging services for various clients. Products include timber door jambs and packing of smoker pallets. We also produce kindling for sale direct to customers or via distributors. In June 2021 we secured a new business to produce survey pegs. Exciting time for the enterprise ahead as the new business provides stability and opportunity to expand employment opportunities in the region.

Waratah


Waratah is a commercial and domestic garden maintenance enterprise located in Warragul, Victoria. Like Bushland Flora, Waratah completed its first full year of operation under the Knoxbrooke banner in 2020/21. As part of the official move to Knoxbrooke, the Waratah depot was relocated to the same building as Jigsaw. Located in a regional centre meant Waratah was able to exercise greater freedoms during the pandemic, nevertheless we are so proud of the team in navigating the impacts of COVID-19.




Outsource

 **48 staff,**
including 41 supported employees


 **42,000 hours**
of employment for people living
with disability

 **Over 1,800 hours**
of training undertaken

 **Over 550,000 goods**
Including food, hardware, education
products and lifestyle products




Waratah

 **12 staff,**
Including 10 supported employees

 **9,000 hours**
of employment for people living with disability

 **Clients include**
schools, colleges' and industrial estates

Jigsaw

 **11 staff,**
including 10 supported employees

 **5,000 hours**
of employment for people living
with disability



365 - One on One Support



By Gai Campbell

“365 is a service that supports people one-on-one to do the things they want to do, when they want to do them. 365 is available 7 days a week, 365 days of the year.”

Our 365 service has been the backbone of support in the Outer East for families during the past year. Repeated lockdowns were very difficult for participants, however the service continued uninterrupted through all. Many times our staff were wearing masks and face shields while supporting participants. But limits on where we could go and what we could do didn't dampen the enthusiasm as we worked together to achieve goals.

Our 365 service has been vital in providing opportunities for participants to go shopping, prepare meals, go walking and continue to feel part of the community even with restrictions.

One participant was able to go on weekends away on several occasions with the support of a 365



Support Worker. Other participants have gone on day trips which have been really appreciated.

A 365 Support Worker even accompanied a family for a two week trip to regional NSW. This kind of service is of great value to our families and participants.

The service has undergone some positive consolidation. In February 2021 our West Gippsland 365 team merged with our metro Outer East team. It has enabled staff from the Outer East to support those in West Gippsland when required.

Significant recruitment took place during the last twelve months and there are now 27 staff supporting the Outer East and a further 17 workers in West Gippsland. Our staff come from various backgrounds and life experience. We are fortunate to have a staff cohort of all ages and backgrounds which helps us to ensure that participants are supported by someone they can be comfortable with. During our recruitment process we focus on the interests of new

staff to match them appropriately with participants.

During COVID restrictions many families were understandably concerned and suspended their services. With the closure of Knoxbrooke day services other families also moved to other services. This resulted in a significant drop in numbers for the 365 service. At the beginning of 2020 the service supported almost 100 participants. During the worst of the COVID outbreak 365 continued to support 40 families in the Outer East. Since restrictions have eased some families have resumed services and we currently support 52 families in the Outer East and 23 families in West Gippsland. There are still other families who are likely to resume service. Families are coming back to Knoxbrooke for reliability of service and the comfort in knowing our staff.

We anticipate strong growth in our 365 service over the next twelve months.

The 365 Coordinators Paul McDonald and Karolina Szymanska have been instrumental in building strong

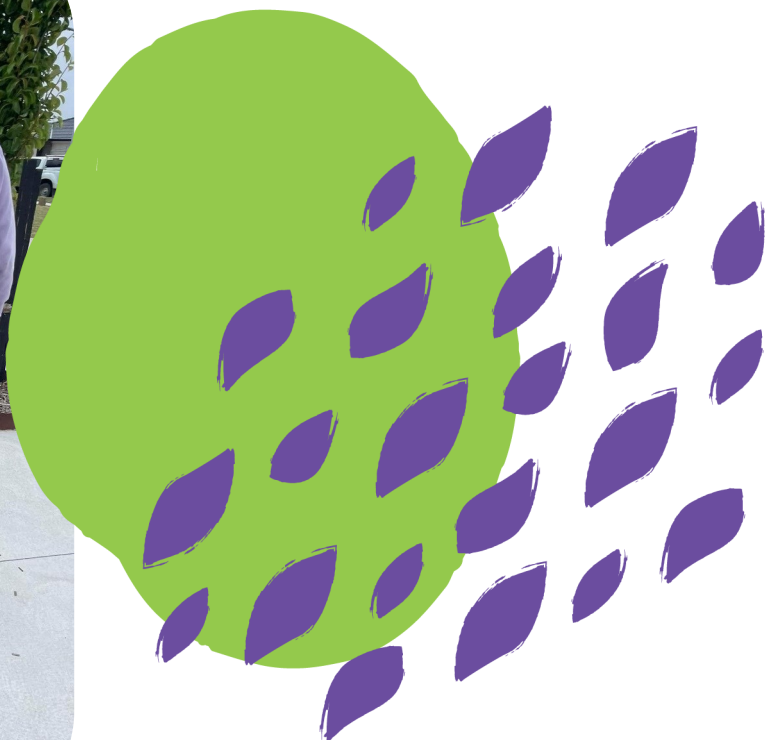




relationships with our families and our support workers. We provide an after-hours call service to ensure we provide 24/7 support to both families and our team.

In the last few months, the service has focussed on providing support to our Supported Employees and our Achieve students in addition to our long-standing families. The popular activity-based Extras program has begun again between lockdowns. Supported employees have been able to go bowling, play mini

golf and enjoy movies and dinners on weekends since May. 365 staff provide support to ensure these activities can be enjoyed by as many supported employees as possible.





Photograph by Knoxbrooke Achieve Student - 2021

Achieve

Leaving School - where to from here?



Achieve embodies a service which is a vital step for school leavers with diverse learning needs.

Michael Beavis has been in the role of Achieve Team Leader since June 2020 and the highlights of the 2020/21 year are many. Key to the success of the last 12 months;

The decision to develop Achieve as a highly tailored service model and transitioning away from a set program has proved highly successful.

The changes were characterised by the development of electives which build capacity in specific industry areas – multimedia, health and wellness, hospitality, horticulture, animal husbandry, etc.

Moving into a fresh and modern space dedicated to the training and capacity building of 18

– 22 year old participants had a positive impact. It meant utilising the new space to create a service made by young adults, for young adults.

2020/21 also gave us the space to develop a team of highly qualified, innovative, and experienced trainers and assessors– each with a unique background and knowledge. This has helped transform Achieve into a modern service which is able to cater for young adults with a wide range of capabilities.



A changing curriculum





At the close of 2020, Achieve was in an excellent position to improve upon its service and delivery. November saw the NDIS release a new School Leaver Employment Support booklet which Knoxbrooke was able to interpret and base our new model of delivery around. In speaking to NDIS professionals and consumers, we were able to understand that families and individuals were looking for flexibility, applicable real-world skills and most importantly – meaningful outcomes. We worked to build Achieve into the service we have before us in 2021 where exploration, growth and personalisation are paramount.

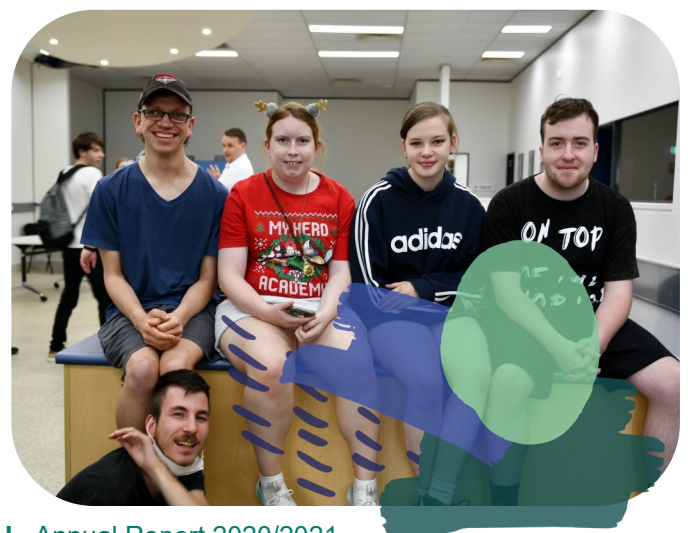
The Achieve cohort stepped up to the plate each time a lockdown was announced in 2021 – they were adaptable and accommodating. Our team made some big changes to our delivery methods which had

participants doing more at home. We wanted to make the experience as engaging and interactive as possible. We have witnessed a lot of people taking skills learned at Achieve and pursuing them during lockdown periods – cooking, multimedia projects, online gaming, photography and applying for work.

Despite the challenges of COVID, Achieve participants have been out and about, having:

- Spent a three week intensive working bee at our independent living property Tyson House – clearing debris, cutting back trees, cleaning greenhouses and repairs. Hard, dirty work but it was great.
- Made a visit to Dutton’s Garage followed by a visit to Car City to show people the difference between dream cars and affordable cars – this was eye opening for many and a great laugh.

	2020	Vs	2021
	1 team leader, 4 facilitators		1 team leader 3 facilitators 3-4 support workers
	20-22 participants		35-40 participants
	1 program with no electives		8 electives
	16 hours face to face support, PLUS 385+ hours investigating employment, volunteer opportunities and training opportunities		



- Visiting Chesterfield farm – animals are a huge part of people’s lives and we see a huge interest from young adults who want to explore animal husbandry and pet care.
- Braving the living insect exhibit at Melbourne Museum – Some loved it, some hated it. Some loved AND hated it.



Some young people who join Achieve find employment before or during their time with us – a similar number transition into employment towards the end of their two years with Achieve. We have people who have gone to work in horticulture, warehousing, animal care, retail and hospitality. In addition to this, we have had individuals move into further training at TAFEs in game design, hospitality, horticulture and screen and media.

Looking ahead

We are looking at broadening the range of electives and learning activities that we offer to the young adults joining us – event management and work force are just two new modules that we hope to implement in 2022. As COVID restrictions ease we are also looking to increase visits to workplaces, TAFEs and universities. Additionally, our module at Tyson House is growing, so we hope to build upon the amazing work happening there.





Mawarra's Journey of alignment with Knoxbrooke



By Claire Cutler

The 2020/2021 year was a period of great positive change for Mawarra.

Being in a regional centre deflected the impact of COVID to some extent, although shared accommodation participants were unable to attend group activities. Through the challenges we worked stronger and closer. COVID heightened our safety protocols, but we are so proud to have been able to continue services.



Mawarra strengthened the capabilities and continuity of staff with the transition from a largely casual workforce to permanent part time (4 full-time and 12 part time). This solidified collaboration and a greater level of engagement, with staff on the same page

achieving collective goals.

A 3-day minimum day attendance was introduced. This enabled staff and participants to really build rapport, solidifying our person-centred approach. Mawarra Day Services slowed from 60 to 46 clients through this transition but has since settled. We provided over 45,000 hours of support across the year – but this means more than just a number.

There were significant improvements in quality of care, quality of staff, of governance and helping families to understand the journey with one-on-one meetings, program workshops with families and the reintroduction of parents and friends meetings.

We have much to look forward to in 2021/22 – the expansion of 365, beginning of Achieve West Gippsland, and supported employees joining the team at the Op-Shop.



Support Options

Navigating the NDIS



By Fiona Sammut

People can feel confident when coming to Knoxbrooke in that they will get the most out of their NDIS entitlements.

The Support Options team works with new and current families and individuals. We take the time to listen, interpret the language of the NDIS and navigate a journey that looks to the future.

The Life Path is about empowering people in dealing with the NDIS to ensure that funding plans have the future in mind and to work through challenges with innovative solutions. Knoxbrooke provides services and links to associated organisations so that we can support adults at any

time of life from leaving school to retirement.

A highlight of the 2020/21 year was watching individuals grow and adapt to the changing landscape of support that is seeing Knoxbrooke succeed through COVID and beyond. In many ways, the closing of the Basecamp day-service model has given individuals the opportunity to try new things and find greater choice in what they do and who they interact with.



Board Members

Knoxbrooke Incorporated

Professor

Colin Higgins

Chair

Murray Coulthard

Board Member/Treasurer

Michael Briggs

Board Member

Katherine Boicuic

Board Member

Jeanette Furmedge

Board Member

Pat Dalton QC

Board Member

Robyn Healy

Board Member

Lyn Shalless

Board Member

Knoxbrooke Enterprises

Murray Coulthard

Chair

Ray Hollis

Board Member

Alan Soderlund

Board Member

Paul De Stefanis

Board Member

Management Team

Kristian Dauncey

Group Chief Executive Officer

Trevor Norman

Financial Controller

Scott Buckland

Knoxbrooke Enterprises
Chief Executive Officer

Gai Campbell

Regional Manager Outer East

Claire Cutler

Regional Manager West Gippsland

Janelle Ghent

Manager People and Culture

Fiona Sammut

Manager Support Options



Registered NDIS Provider





Head Office

1/68 Charter Street, Ringwood
03 9758 3666

Our Locations

Ringwood Achieve

38 Charter Street, Ringwood
03 9758 3666

Knoxbrooke Outsource

21 Clancy Road, Mount Evelyn
03 9736 4984

Mawarra

7 Percy Street, Warragul
03 5624 3400

Mawarra Sorting Centre

14 June Court, Warragul
03 5624 3400

Yarra View Bushland Flora Nursery

136 York Road, Mount Evelyn
03 9737 0400

Yarra View Garden Centre

136 York Road, Mount Evelyn
03 9737 0851

Mawarra Opportunity Shop

40 Palmerston Street, Warragul
03 5624 3492

Jigsaw Industries/Waratah Grounds Maintenance

3 Ryan Court, Warragul
03 5624 3437