Annual Report 2021/2022



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2021-2023 Strategic Plan 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.



Genuine

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

Responsive

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

Opportunities

We offer life changing opportunities for you.

With you all the way

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



Strategic Plan 2021/23



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2021/2022 Chair and Group CEO Report

2022 has seen Knoxbrooke continue to navigate COVID-19. Throughout the year, the safety of the people we support remained paramount. We thank our clients, families and carers for walking with us as we navigated this new territory together.

2022 also saw the emergence of the post-COVID world and it has been delightful to see services return, more face-to-face interactions occur and the sheer joy of being together again, uplift the spirits of everyone. The moments lost during COVID-19 have well and truly commenced being made up with vigour!

Knoxbrooke has emerged from COVID-19 ever-more focussed as a mission oriented not-for-profit organisation. We are here for one clear purpose and that is to support people with disabilities and their families, in ways that are meaningful to each individual . Knoxbrooke has continued to challenge itself, by extending into new areas, where the people we support have said we need assistance or opportunities. One highlight has been the transformation of the Mawarra Sorting Centre into a upcycle, recycle social enterprise called Vintage Vibes which employs a number of people with disability in a public-facing retail business.

The Knoxbrooke 2021/2023 strategic plan is progressing well. The focus of the strategic plan continues to be on Knoxbrooke's support, education and employment. Where we have identified need and Knoxbrooke is yet to offer service, we have actively sought to establish partnerships with aligned not-

for-profits to assist the people we support in a variety of areas including: allied health, housing, complex support, money management and community safety. Feedback from the people we support and their families has often been relief as it can be



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daunting attempting to navigate the maze of services out there.

The NDIS is well and truly embedded now and we continue to provide expert advice to the National Disability Insurance Agency, National Disability Insurance Scheme Quality & Safeguards Commission, National Disability Services and local Parliamentarians. The focus of our advice has been on ensuring people with disabilities, who may not have a loud voice, are heard loud and clear. Whilst the NDIS is not perfect and nor do we expect it will ever be, we have found there to be dramatic improvement in the NDIS this past year.

We would like to thank our volunteers and staff for their support, which at times was in a very challenging environment. However we got through together by focussing on what's important and that always is providing the best support we possibly can. We would also like to thank our customers, particularly our commercial customers, who engage us through our social enterprises. Without you, we don't have a social enterprise. Your partnering with us makes a real difference.

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.

Prof. Colin Higgins President

Kristian Dauncey Group CEO



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Knoxbrooke Enterprises



While COVID-19 continued to impact our business throughout the year there is now a sense that things are starting to return to "normal". Our teams have done an amazing job working through a whole range of challenges to consolidate the business and prepare for an exciting 12 months ahead.

Yarra View & Bushland Flora Nurseries (YVBLF)

Following the merger of Yarra View Nursery

and Bushland Flora we've now spent 12 months operating as Yarra View & Bushland Flora Nurseries – one nursery with three sites and supported employees working across all locations. We've also had an opportunity to properly integrate the sites and realise the full benefits of the acquisition.

Recruitment continues to be a challenge for YVBLF but some recent appointments have seen our teams replenished and properly resourced to execute our plans over the next 12 months.

Following completion of the Mordialloc Freeway Project, one of the largest ever awarded to a social enterprise in Victoria, we've been successful in securing a whole range of other commercial projects. These projects provide guaranteed production volumes for our teams



across the three nursery sites along with thousands of hours of employment and an opportunity to demonstrate real social impact.

The Garden Centre continues to evolve with a new layout and ongoing refinement of the product range. Apart from achieving substantial sales growth it's been a great vehicle to showcase our own production

Knoxbrooke Outsource

2021/2022 was another good year for Knoxbrooke Outsource. We continued to produce kindling and firewood blocks and with people being home more than usual, demand for our products were strong. Our packaging and collation business had consistent demand from quality customers such as Edvantage, Unipro and Dollar Sweets. We are looking forward to what the future holds with many corporate customers now actively seeking to give back to their local communities through Environmental, Social and



Governance (ESG) responsibilities. Knoxbrooke Outsource is in a great position to respond to this demand. To ensure that we have the right team skillset, the decision was made to appoint Knoxbrooke Outsources first ever General Manager and we have high hopes for Knoxbrooke Outsource.

Our thanks must go to all supported employees and their families for assisting Knoxbrooke Outsource to operate in a safe manner during the various COVID conditions. Teamwork works and we saw the best of this during the year.

Jigsaw/Waratah

Jigsaw/Waratah welcomed a new Operations team leader in March with Darren Kleeven joining the team. Darren has had an immediate impact with a focus on lifting the overall quality of service we offer clients and supported employees and by bringing the social enterprises together as a team, ensuring OH&S

adherence, staff meetings and general team building.

We are changing the work hours for consistency and allow us to offer transport, coaching support, and other opportunities for growth and ensure as a service we offer an outstanding and meaningful work environment that is engaging, professional, safe and fun.



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130+ supported employees

across 7 sites

190,000+ hours

of employment for people living with disability across all sites





Over 6,000+ hours

of training undertaken

Over 550,000 goods

Including food, hardware, education products and lifestyle products





Over 3 million plants

produced

365 - One on One Support

365 have had an exciting and positive 2022!

While there have been challenges, such as adjustment to a post-covid normal, changes to NDIS funding and the SCHADS award, 365 has continued to be a powerhouse, moving with the times, being flexible, creative and responsive to 365 and Knoxbrooke service user needs and requirements.

365 Senior Coordinators, Paul and Karolina pay exceptional attention to detail, and both bring a person-centred, solutions-based focus to the support provided to 365 clients, and provide a high level of support, mentorship and guidance to 365 staff.

Demand for services has continually increased, therefore so has the need for staffing.





365 Manager Kylie and the team have reinvented the wheel where recruitment is concerned, with group interviews and a revamp of the 365 induction presentation, provided to all new staff.

365 have worked closely with Knoxbrooke's fabulous HR team, to present strong and innovative ideas to ensure high quality, diverse 365 staff are onboarded, with the skills, background and values our clients expect from all Knoxbrooke staff, and those that are the right people, for any requirement!

As a result of this, Kylie, Paul and Karolina, are now supporting 130+ clients, and leading a team of 40+ staff. This is anticipated to continue to grow naturally, as 365 continues to receive requests for new or increased supports multiple times a day!

365 are currently providing supports to all aspects of Knoxbrooke – continually looking to build relationships and improve the quality of service being delivered to Knoxbrooke's

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supported employees, school leavers, facilitators, educators, and of course, 365 clients. This has been evident most recently when Mawarra had many staff absent due to personal or annual leave. 365 have provided 1-3 staff to support the centre every day for most of October and projected into November, ensuring that the service can run at its full capacity, and that service provision remains at the highest level.

365 is also working closely with Achieve Team Leader, Michael and facilitators, to develop and support Achieve's new Thursday and Friday social options, supporting 365 clients to attend the sessions available to all Knoxbrooke community, or supporting facilitators to run these sessions, ensuring adequate ratios are in place.

The most exciting venture to take us towards the end of the year, is a Camp program Pilot being organised by Kylie and Michael. This camp will take place in Axedale, at the Rotary initiative 'Camp Getaway', focussing on the Achieve cohort as an 'end of year adventure camp'! currently 11 participants registered to attend an information night, and 4 staff facilitating the camp which will occur the weekend of the 16th of December. Kylie, Michael and Safety & Quality representative, Nowlata, have ventured to the site to complete a risk assessment, and are now making sure the required back of house compliance is in place, to ensure the safety of all participants wishing to attend. If the pilot goes well, the prospect of how Knoxbrooke moves forward providing camps and possible short term accommodation for clients across our services is full of positive opportunities!

365 remains an integral support provision to Achieve and Yarra View & Bush Flora Nurseries Extras, Mawarra MSN and supports to Outsource, Jigsaw and Waratah, supporting social outings multiple times per week.

As a whole, the 365 team are focussing on bringing Knoxbrooke Enterprises together, and providing support to all services required of our amazing and diverse service users.

Growing together, responding to what our service users are asking for, providing new and exciting opportunities for our clients and staffing teams - for our clients and with our clients, all the way!

Who knows what we can accomplish over the next 12 months!

Upon completing this report there are

Achieve

No single journey can be defined by just its beginning or its ending. Much rather, it is the cumulative experiences between destinations that make any journey worthwhile. The people we meet, the challenges we face and the successes that we celebrate along the way; these are truly the elements which define the journey. There is no better place that exemplifies this more than Achieve, and the young adults who have journeyed in step with us over the last year.

Resilience, optimism, and well-practiced adaptability have been the driving force at Achieve over the last twelve months and the contributing factors to our ongoing success. Early July witnessed Melburnians enter lockdown once more, however with a steadfast commitment to the continuation of



service, the Achieve Team was able to make an agile and effective transition to online learning. By striving to ensure that electives remained in place in our online training space, full choice and control continued to be delivered in a valuable and engaging manner.



A monumental Halloween party marked a safe and well-fought return to face-to-face service delivery in early November. A concise and timely communication campaign to Achieve families encouraged a high uptake of vaccinations. November led with a strong recommencement rate of over 80% of the Achieve cohort, which by mid-December had risen to well over 90%. With a successful return to face-to-face training, a renewed sense

of optimism, and an eagerness to learn, Achievers challenged themselves to succeed in a world renewed.

Achieve closed the year with a spirited graduation ceremony which celebrated the accomplishments of those who joined the service 2019 and 2020. Dressed in their formal attire and given their opportunity to shine, friends and families joined the event where each person's achievements and



successes were highlighted throughout the evening. With jubilance, we wished 16 Achievers great fortune in all future endeavours in the year to come, and we optimistically looked towards 2022.

Meaningful Outcomes

Since July 2021, over 50 school leavers have walked through the doors at Achieve.

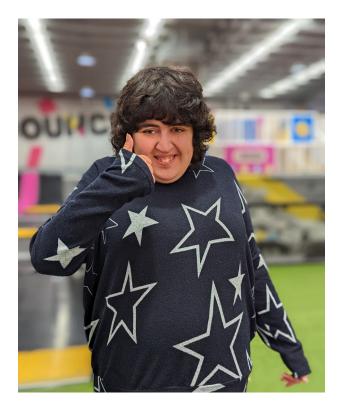
In December 2021, nine people successfully transitioned into meaningful employment opportunities. One person enrolled at Academy of Interactive Media to study Certificate III in Screen and Media.

At present, 38 young adults access Achieve. Twelve people are successfully employed through Social Enterprises or - engaged in open employment. One person is completing a Certificate III in Horticulture, while several others attend short courses through CIRE services.

Meaningful Capacity Building:

As of June 2022, Achieve is proud to have designed, developed and be offering 18 unique electives annually. Electives range from cooking and wellness to social media marketing, game design and self-defence.

Our electives focus on industry specific skills across a wide variety of sectors and incorporate both hard and soft skills in addition to traditional skills such as numeracy and literacy. Engaging and challenging, we encourage capacity building and the growth of real



skills to be used in the workplace and in the real world.

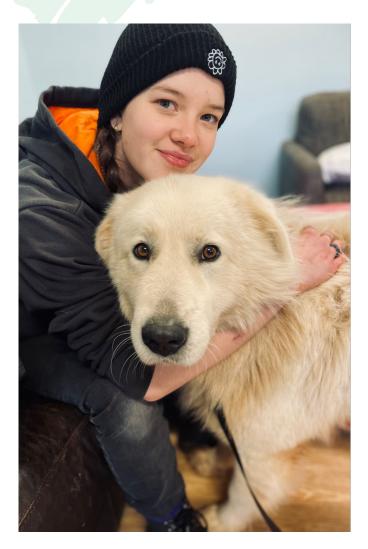
Meaningful Partnerships

To broaden training and employment options for the school leavers who join Achieve, the team has committed to the formation and growth of beneficial relationships with local community partners. The support accommodated to us by our partnerships is intrinsically linked to the success of our young adults, and the confidence that they are beginning to demonstrate as they themselves become a larger part of the community.



We frequently visit Jetts Fitness and FitLife Boxing Club for resilience building and raising awareness of personal health and wellness.

Organisations such as Forever Friends Animal Rescue, RSPCA, Guide Dogs and Australia Animal Aid have provided us with invaluable experience working with animals and tending to farmland.



Knox City Council and Knox Community Garden have also afforded us opportunities with huge potential for school leavers with an interest in horticulture, administration, and community services.

Similarly, SYN Media has been happy to accommodate and encourage those interested in radio or screen media to apply for some truly unique employment and training opportunities.

Meaningful Future

In 2022, Melbourne is a city transformed forever, and so too is Achieve. Achieve as a service has demonstrated the ability to adapt and deliver meaningful outcomes. Achievers, have proven that they are resilient and prepared to overcome barriers. The change we see is positive and empowering. We are evolving, dynamic, and genuinely driven by the young adults who join us.

As we move towards 2023, Achieve will embrace growth and possibility. Achieve will continue to facilitate high quality training and capacity building, with meaningful employment and further training outcomes at the forefront of our minds.

Our newest endeavour, Achieve Plus operates several times per month and offers exciting age appropriate recreational and social experience for those who join Achieve – both past and present. This has proved to be



an extremely popular option, and one which we predict will grow in capacity and volume as we move into a brand-new year.

Most significantly, individual employment goals and tangible outcomes are aligning, and we are expecting a large number of people to transition into appropriate employment options before the conclusion of 2022.

There is an electricity in the air these days. The future is looking bright, and we at Achieve can barely contain our excitement.



Mawarra

Mawarra Day Service

Mawarra day centre is thriving. For the past two years we have been working towards lifting the quality and standards of the service and we are immensely proud of our success.



Our workforce is now permanent rather than casual, with staff specifically recruited with various life experiences, qualifications, and passions to better represent and support the individuals they support. Our innovative programs offer choice and control are dynamic and ensure quality and variety. 360 feedback sessions were held to ensure we are meeting client and family expectations.

Mawarra has a great atmosphere with a really positive outlook from all involved. The rooms are full of laughter and engagement. Staff have transformed the rooms into warm and inviting living spaces, to maximise the client experience and ensure that they feel safe and happy at Mawarra.



Mawarra Op Shop & Vintage Vibes

It has been a journey with both these businesses as we try to balance community expectations and mission focused goals. It's not an easy feat but we are close and feel confident that we will be where we need to be in the next twelve months.

Our Mawarra Op shop is volunteer run, and a favourite of the local community, with loyal customers and positive feedback. We are grateful for by the generosity of our volunteers without whom we could not operate.

Vintage Vibes has transformed from a sorting centre, into a very cool and unique destination. We now have five supported



employees working at Vintage Vibes, who are engaged in meaningful work and feel part of the buzz around this exciting and new conscious consumer venture in West Gippsland.



THANK YOU to the ladies and committee of Inner Wheel Australia's Warragul branch.

They chose us to make a donation as they love and support everything we are doing to support local people living with a disability.

New signage has been erected and social media has grown by 802% in the last year, and we expect to see this increase as Vintage Vibes continues to be discovered.

Support Options Navigating the NDIS

The challenge for all disability providers is to provide quality service within the constraints of the NDIS. This year the consequences of the COVID19 pandemic have continued to hinder our service provision. Knoxbrooke proudly made the ethical decision not to charge NDIS funding for absences relating to Covid, this was particularly pertinent during extensive lock down periods as it gave clients flexibility to utilise their funding on different support offerings.



The Support Options team were very pro-active during this time contacting clients and families and arranging substitute supports when clients could not access their usual services. The additional support was invaluable, sometimes all we could offer was a few hours of 1:1 support for much needed respite, but it made a difference.



Since the end of lockdowns, the Support Options team have enjoyed the opportunity to meet with clients face to face again. Explaining the complexities of the NDIS and organising virtual review meetings by the phone had its challenges.

As NDIS plans reduce and fewer clients have access to support coordination the NDIS team are filling the void. Meeting with clients and families to assess support needs and facilitate any support within Knoxbrooke but also making connections with external supports such as support coordinators, occupational therapists, plan managers and accommodation providers.

As the NDIS evolves the team have continued to support clients to understand the complexities of the NDIS, how funding can be utilised, funding management choices, supporting clients in review meetings and to request plan changes.

No week is ever the same and the relief and comfort we see on our clients faces as we help them navigate NDIS issues and support options make our jobs extremely worthwhile.







Financials

Knoxbrooke has reported a consolidated deficit from ordinary activities of \$77,277 and total comprehensive income of \$538,517 which includes gains of \$615,794 relating to property revaluation. This is in comparison to prior year surplus of \$993,903.

Knoxbrooke has continued to experience COVID19 related challenges during 2022 including Victorian lockdowns in July 2021 and August to October 2021. The lockdowns had impact to various anticipated service income and commercial sales across the group, this is in line to 2021 where lockdowns were also experienced throughout the year. The impact of COVID19 has been eased by additional income from Jobkeeper subsidies of \$512,000 and a one-off NDIA payment of \$202,397, included at other income in the financial statement.

In comparison to 2021 Jobkeeper subsidies decreased by \$4,348,724 (89%) due to close out of the scheme. Close out of the Jobkeeper scheme has also impacted employee benefits expense with a reported decrease of \$2,471,936 (19%) due to the reduction of Jobkeeper top-ups. Income from NDIS services experienced an increase of \$1,493,043 (25%) due to changes to the NDIS funding model for employment supports from 1 January 2022.

The consolidated financial position remains consistent to 2021 with increase to net assets of \$538,517 (4%) to \$12,643,400. Although cash has decreased in 2022 this is largely due to timing of substantial sales in the 4th quarter which have now been collected in 2023. Cash reserves of \$2,460,194 remain available for future use.

Although a minor deficit from ordinary activities has been reported, we continue to consider Knoxbrooke a going concern and look forward to anticipated growth in a stabilised environment in 2023.

Consolidated Statement of Profit or Loss and	Consolidated	
Other Comprehensive Income	2022	2021
For the Year Ended 30 June 2022	\$	\$
Sales revenue	7,496,986	7,243,181
Services and other revenue	7,823,872	6,645,845
Other income	796,051	5,107,741
Costs of materials	-2,660,078	-2,757,460
Changes in inventories of finished goods and work in progress	129,148	894,365
Employee benefits expense	-10,454,462	-12,926,398
Depreciation and amortisation	-766,579	-805,144
Bad and doubtful debts expense	2,420	-8,391
Short term and low value lease expenses	-13,460	-60,573
Finance costs	-94,153	-96,878
Repairs and maintenance	-187,194	-184,553
Contractor payments	-537,073	-512,345
Other expenses	-1,612,755	-1,545,487
Surplus/ (Deficit) for the year	-77,277	993,903
Other comprehensive income:		
Items that will not be reclassified subsequently to profit or loss		
- Gain on revaluation of land and buildings	615,794	-
Total comprehensive income for the year	538,517	993,903

Concellidated Statement of Cock Flows	Consolidated	
Consolidated Statement of Cash Flows	2022	2021
For the Year Ended 30 June 2022	\$	\$

CASH FLOWS FROM OPERATING ACTIVITIES:

Net cash provided by/(used in) operating activities	-301,578	177,913
Finance costs	-94,153	-96,878
Interest received	1,782	2,937
Donations received and other receipts	2,574	5,100
Payments to suppliers and employees	-16,515,112	-20,193,644
Receipts from customers and NDIS	16,303,331	20,460,398

CASH FLOWS FROM INVESTING ACTIVITIES:

Proceeds from sale of property, plant and equipment	-	5,531,652
Purchase of property, plant and equipment	-240,664	-352,317
Net cash provided by/(used in) investing activities	-240,664	5,179,335

CASH FLOWS FROM FINANCING ACTIVITIES:

Cash and cash equivalents at end of financial year	2,460,194	3,322,896
Cash and cash equivalents at beginning of year	3,322,896	-1,524,324
Net increase/(decrease) in cash and cash equivalents held	-862,702	4,847,220
net cash provided by/(used in) mancing activities	-320,400	-510,020
Net cash provided by/(used in) financing activities	-320,460	-510,028
Lease payments	-433,806	-510,028
Repayment of borrowings	-2,834	-
Proceeds from borrowings	116,180	-

Consolidated Statement of Financial Position	Consol	idated
As at 30 June 2022	2022	2021
CURRENT ASSETS	\$	\$
Cash and cash equivalents	2,460,194	3,322,896
Trade and other receivables	2,123,012	1,812,371
Inventories	3,522,881	3,393,733
Other assets	139,547	235,640
TOTAL CURRENT ASSETS	8,245,634	8,764,640

NON-CURRENT ASSETS

Property, plant and equipment	7,048,025	6,495,141
Other assets	83,432	96,513
Right-of-use assets	2,019,424	2,229,038
TOTAL NON-CURRENT ASSETS	9,150,881	8,820,692

TOTAL ASSETS	17,396,515	17,585,332

CURRENT LIABILITIES

TOTAL CURRENT LIABILITIES	2,828,333	3,443,927
Other liabilities	50,652	214,654
Lease liabilities	411,556	423,498
Provisions	1,397,819	1,356,775
Borrowings	16,673	-
Trade and other payables	951,633	1,449,000

NON-CURRENT LIABILITIES

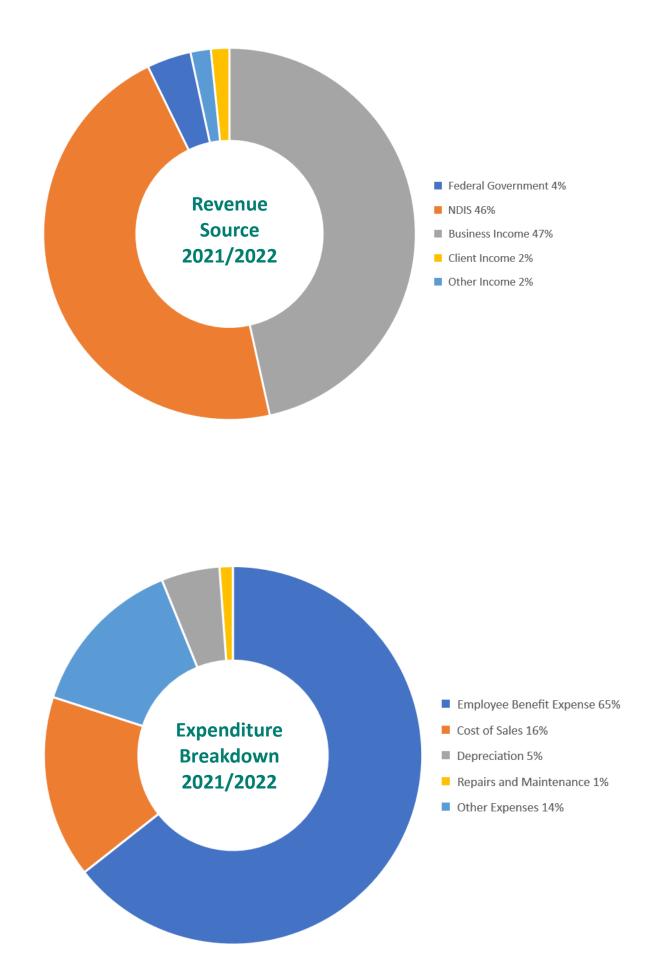
Provisions	75,644	115,584
		,
Lease liabilities	1,752,465	1,920,938
TOTAL NON-CURRENT LIABILITIES	1,924,782	2,036,522
TOTAL LIABILITIES	4,753,115	5,480,449

NET ASSETS	12,643,400	12,104,883

EQUITY

Reserves	2,836,953	2,251,159
Accumulated Surpluses	9,806,447	9,853,724
TOTAL EQUITY	12,643,400	12,104,883

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



Board Members

Knoxbrooke Incorporated

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Michael Briggs

Chair

Deputy Chair

Murray Coulthard

Treasurer

Katherine Boicuic

Board Member

Lyn Shalless

Robyn Healy

Board Member

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

Scott Buckland

Knoxbrooke Enterprises Chief Executive Officer

Trevor Norman

Interim General Manager YarraView & Bushland Flora Nurseries

Ab Bakhach

General Manager Knoxbrooke Enterprises

Cassie Gill

Interim Financial Controller

Janelle Ghent

Manager People and Culture

Fiona Sammut

Manager Support Options

Claire Cutler

Regional Manager West Gippsland





Registered NDIS Provider

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Head Office

1/68 Charter Street, Ringwood 03 9758 3666

Our Locations

Achieve

38 Charter Street, Ringwood03 9758 3666

Knoxbrooke Outsource

21 Clancy Road, Mount Evelyn 03 9736 4984

Mawarra

7 Percy Street, Warragul 03 5624 3400

Vintage Vibes

14 June Court, Warragul03 5624 3400

Yarra View Bushland Flora Nurseries

136 York Road, Mount Evelyn 03 9737 0400

Yarra View Garden Centre

136 York Road, Mount Evelyn 03 9737 0400

Mawarra Opportunity Shop

40 Palmerston Street, Warragul 03 5624 3492

Jigsaw + Waratah

3 Ryan Court, Warragul 03 5624 3437