



Disability accommodation
and support in Tasmania

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Eskleigh Annual Report 2022-2023





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Disability accommodation and support in Tasmania

Our passion is to enrich the lives of people with a disability to live more confident and independent lives, with personalised care that caters to their specific needs.

Supporting people with disability to achieve their goals has been a part of our story since Eskleigh opened its doors more than 76 years ago.

Today, Eskleigh stands as one of the most seasoned disability service providers in Tasmania and we have more than 280 passionate and dedicated employees. We operate 10 accommodation properties across Tasmania and provide in-home support for Tasmanians from Burnie, Launceston, Hobart and across the Bass Strait at King Island.



A range of comprehensive services offering unparalleled care



Community Access



Community Nursing



Supported Independent Living



Support Coordination



In Home Support



Specialist Disability Accommodation



Short Term Accommodation

Scan the QR code to learn more about Eskleigh and our services



About Eskleigh

Our Vision

To be the leading provider of disability and support services in Tasmania.

Our Business Purpose

To provide quality, individual support services that enrich the lives of people with a disability.

Our Goals

- Sustainability: To be sustainable in five years' time with opportunities emerging for growth.
- Marketing and communication: To have raised our profile as demonstrated in increased membership, participation, fundraising and partnerships.
- Our People: To have a skilled and happy workforce.
- Our Clients: To be delivering quality care to an increasing client base, with a higher percentage of satisfied clients and value added services.

Quality Policy

Eskleigh in supporting people will:

- Deliver a quality, efficient and diverse service.
- Value and respect all people we support in policy and practice.

Eskleigh operates to a quality management system which is being reviewed in line with the NDIA Quality and Safeguarding Framework and ACIS 4.0 Standards as part of its continuous improvement. All Directors and staff are directly responsible for the quality of their own work and actions.

Our Values



Empathy

We value the opinions and uphold the rights of the people we support. We identify with the people we support and treat everyone equally with dignity, respect and compassion.



Community

We value team work, and the involvement and inclusion of all stakeholders with the broader community working and interacting together toward common goals.



Integrity

We approach all of our communication, work relationships and work practices in an open, honest and transparent manner, respecting privacy and trust at all times. We deliver support with high moral principles and professional standards.



Happiness

We recognise and celebrate the efforts and achievements of all. We value happiness as it brings self esteem and confidence to both the people we support and our staff.



Accountability

We are responsible to the people we support to deliver quality evidence based practice. We are committed to manage funding and policy to maximise the opportunities and outcomes for all the people we support.



Flexibility

We are ready for and open to change. We demonstrate innovation and continuous improvement to be the best we can be, finding effective, creative and environmentally responsible ways to fulfil our mission.



A message from the Chair of the Board

MURRAY SMALLHORN CHAIR, ESKLEIGH FOUNDATION

In 2023 Eskleigh Foundation has undergone some significant change at the Board and Executive levels.

We bid farewell to our former Chair Les Baxter, former Chair and Director Tim Whyte, our CEO Dan Lowe, Executive Manager Natalie Mayes, and head of People and Culture and Culture Donna James. Their contributions and dedication have been invaluable to Eskleigh, and we extend our deepest gratitude for their service.

We have recently welcomed our new CEO Sophie Davidson, and a new Board Director Liz Swain.

Sophie brings an abundance of knowledge and skills gained from her extensive work in various sectors including NGO's, community wellbeing, education, emergency response, tourism, heritage, start-ups, and First Nations initiatives. Her leadership promises to be an inspiration to us all, and we are confident that her vision and passion will guide Eskleigh to new heights.

Liz brings a wealth of experience including Strategic Planning, Budgeting, Mergers, Operations, Management, Risk and Audit Management, Safety, Education, Coaching, Engineering and Business Development. We are thrilled to welcome Liz to the Board and look forward to the wealth of knowledge and expertise she brings to Eskleigh.

These additions to our leadership team will help to bring fresh perspectives, ideas, and expertise, which we believe will lead us to new and exciting opportunities. We look forward to this new phase of growth and development and will keep you updated on the progress as we continue our journey.

We are currently in the process of reviewing our strategic plan, to ensure a solid and sustainable foundation going forward and it reflects our commitment to adapt and thrive in a rapidly changing environment. Whilst currently in deficit for FY23, we are committed to adopting a strategic plan that will set us on the right path for future financial sustainability.

Throughout the fiscal year FY23, we underwent three accreditation audits, including the ACIS, NDIS, and Food Safety Audits. Eskleigh successfully secured reaccreditation in all three areas affirming our dedication to upholding the highest levels of care and service quality.

The Board remain committed to improving our physical stock. Our Hobart Supported Independent Living (SIL) residence recently underwent a comprehensive renovation, bringing it in line with contemporary standards. We've successfully secured a lease for a SIL property in Perth and enhancements have been made to this property, enabling us to transition four participants from Eskleigh Home to this newly improved accommodation.

The Board are pleased to announce construction of seven Specialist Disability Accommodation units in Prospect, at Jardine Crescent. Site development will begin in December with construction commencing February 2024, and completion expected February 2025.

In conclusion, the financial year 2023, has been marked by significant progress and resilience. Eskleigh remains unwavering in its commitment to excellence, innovation, and the wellbeing of our participants and staff. We extend our gratitude to all those who have contributed to our success.

Together, we will continue to build a better future for Eskleigh and the community we serve.

Murray Smallhorn
Chair, Eskleigh Foundation



“In conclusion, the financial year 2023, has been marked by significant progress and resilience.”





A message from our Treasurer

PAL SINGH TREASURER, ESKLEIGH FOUNDATION

Financials

The net operating loss for the financial year ending June 2023 was \$1,004k. This is a change from the previous year of \$2,068k where there was an operating surplus of \$1,064k. A contributing factor was a significant reduction in revenue from participants which for FY2023 was \$22.1m vs FY2022 \$23.6m, -6.4% year on year. The reduction in operating income equated to \$1.5m and was predominantly due to the departure of ageing participants leaving the service. The FY2022 year also included additional income for management of Covid outbreaks that contributed to a one off amount of \$719k in additional revenue.

The net loss for the FY2023 was primarily due to a reduction in income derived from NDIS participants. Employment costs continue to rise with wages increasing over the last financial year by \$649k. This was driven in part by staff roster hours reduction trailing participant departures. This can take upwards of 8 weeks to adjust and in some cases can result in partial redundancy if alternative work is not able to be found. Wage costs for FY2023 were also up on the previous year by the national wage increase of 4.6%. The National Wage Increase for the FY2024 of 5.75% and the Superannuation Guarantee increase to 10.5% contributed to \$180k increase to employee provision in the FY2023 full year accounts.

Total expenses for the FY2023 exceeded income by 105% of operating revenue compared to 96% for FY2022.

For the current financial year Eskleigh has budgeted for a net cash deficit of \$480k. Management has identified a range of actions to reduce operating costs and will be actively implementing these actions in the first 6 months of the FY2024. These actions will see cost reductions in the 2nd half of the year with a re-forecasted budget due for presentation to the Board in January 2024.

The total net assets/equity is \$16.6mil for FY2023 which is a decrease of \$926k over the last financial year. Cash on hand for the period ending June 2023 is \$7.35m down slightly from FY2022 of \$7.4m. The debt to-equity ratio for Eskleigh has risen very slightly from 0.18 to 0.19, however this debt level is materially insignificant.

Strategy

In the current financial year Eskleigh will continue to invest considerable time to build the strategic vision for the future. The Board has received detailed financial modelling by an independent consultant for various development options with the review likely to be complete and recommendations made in the first half of FY2024.

Audit

For FY2023 Newton & Henry has conducted its audit as per Australian Auditing Standards. These standards require the auditor to gather sufficient appropriate evidence to form an opinion on Eskleigh's financial reports. I am pleased to advise that based on their audit, Newton & Henry have endorsed that Eskleigh's financials provide a true and fair view of the financial position and its performance for the financial year ending 30th June 2023. Newton and Henry will continue as Auditor for the FY2024 as per their engagement which commenced in FY2022.

Pal Singh

Treasurer, Eskleigh Foundation



“Management has identified a range of actions to reduce operating costs and will be actively implementing these actions in the first 6 months of the FY2024.”





A message from our CEO

SOPHIE DAVIDSON CHIEF EXECUTIVE OFFICER

It is a great privilege to join the Eskleigh community.

The vision of Eskleigh's founders was steadfast - to make sure Tasmanians with disabilities were provided with appropriate accommodation and support. These dedicated people from across Tasmania came together and worked tirelessly to create Eskleigh, and the generosity of the community in the years that followed ensured its ongoing success. I can see community commitment is still at the heart of Eskleigh today, 76 years later.

I am enjoying getting to know the Eskleigh community. The participants, families, staff, volunteers, and community members I have met have all been telling me significant details about Eskleigh. I have been listening carefully, and there are four themes that have come forward consistently. Importantly, I have learned that the Eskleigh community is deeply proud of:

- Our participants, their achievements, and our unwavering commitment to our purpose
- The expertise, experience, and rich talents of our staff
- Our beautiful historic home and gardens
- The expert management of Eskleigh through Covid

Each of these qualities, assets and achievements is a credit to those who have stewarded Eskleigh over the last 76 years. Looking to the future will be exciting as we harness Eskleigh's extraordinary strengths to meet the opportunities of our contemporary context. Through this, as Eskleigh always has, we will stay true to the vision of our founders and keep our participants' aspirations and needs at the centre of everything we do.

My most sincere thanks for welcoming me so warmly into the Eskleigh community. I look forward to working with each of you to guide Eskleigh's next chapter.

Sophie Davidson
Chief Executive Officer





Chief Operating Officer Report

AMANDA BAILEY CHIEF OPERATING OFFICER

How time flies. I have been in the role of Chief Operating Officer at Eskleigh now for just over a year and as I look back I cannot believe all the things that have transpired over that short time.



Property Upgrades

One of the highlights of the year was our investment in property upgrades. We modernised and revitalised our facilities to create more comfortable and welcoming spaces for our participants and staff. Notably, our Supported Independent Living (SIL) property in Hobart underwent a comprehensive internal renovation, bringing it up to date and ensuring it meets modern standards. Additionally, other properties received a refresh including new floorings, kitchen and fresh paint.

Expansion to Perth and Enhanced Independence

We were fortunate enough to secure a lease for a SIL property close by in Perth, which saw significant upgrades. This expansion allowed us to transition four participants from Eskleigh Home, enabling them to embrace a more independent life. These residents there are now actively planning their vegetable garden and preparing to get some chickens.

Celebrating Community Bonds

Eskleigh and its residents have long enjoyed a close connection with the local community at Perth. This connection, spanning three decades, was celebrated with a heartfelt service at Perth's Church, bringing together the local community and Eskleigh residents to enjoy a morning tea. The sense of community and partnership is invaluable to us.

Accreditation Success

Throughout the year we had three reaccreditation audits covering ACIS, NDIS and Food Safety Audit. We are pleased to report that Eskleigh successfully achieved reaccreditation in all three areas. This underscores our commitment to maintaining the highest standards of care and service.

Investment in Leadership and Culture

A core focus for Eskleigh has been the development of our frontline leaders. This investment has paved the way for cultivating a culture that reflects our values and mission, embedding them into our everyday practices. This cultural transformation has fostered a more collaborative approach, both within our organisation and in our interactions with the broader community.

Challenges and Resilience

Last year has brought diverse and immense challenges for frontline staff and leaders. Unfortunately, we mourned the passing of several long-term residents in Eskleigh Home. This has been deeply saddening and unsettling for our remaining residents and staff alike. We extend our heartfelt appreciation to our team for the resilience and unwavering commitment during these sad times.

Customer Experience and Compliance

Our unwavering commitment to providing an outstanding customer experience remains a priority whilst maintaining strict compliance continues to be a top priority. We express our gratitude to our service delivery teams for the dedication and hard work they do every day.

Participant-Centric Approach

Our participants' needs and goals are always at the forefront of our endeavors. We remain dedicated to ensuring that they have choice and control over their lives. We continue to upgrade our infrastructure to provide comfortable, modern, and inviting spaces for both our participants and staff and undertake essential planning to work toward realising the organisations strategic goals.

A Vision for the Future

As we look ahead Eskleigh is committed to coming together to better support its people, ensuring the voices of our participants, their families, and our teams are at the heart of our services.

In conclusion, the financial year 2023 has been marked by significant progress and resilience. Eskleigh remains unwavering in its commitment to excellence, innovation, and the wellbeing of our participants and staff. We extend our gratitude to all those who have contributed to our success. Together, we will continue to build a better future for Eskleigh and the community we serve.

Amanda Bailey
Chief Operating Officer





Fundraising Chair Report

SUSAN DAVIES FUNDRAISING CHAIR

In late 2022, the Eskleigh Fundraising Committee was founded with a central mission to enhance the visibility of Eskleigh and to cultivate a sense of togetherness and integration within the community through various fundraising events.

Comprising five dedicated members, with Jess Brown serving as the chair and Lindsay Scott representing the Board, the committee embarked on its journey with great enthusiasm. The maiden event, a spectacular bonfire night with live music, roaming entertainers, and delectable food trucks, was to take place amidst the picturesque surroundings of Eskleigh.

Regrettably the event had to be called off due to unfavorable weather conditions, leaving everyone involved deeply disappointed.

Following Jess's departure from Eskleigh, I was appointed chair of the committee. The committee acknowledges Jess's leadership and commitment and thank her for her enthusiastic dedication to the team.

After the cancellation of the bonfire night, the committee regrouped and organised a delightful "Cinema Under the Stars" evening, which turned out to be a resounding success.

The event took place on a picturesque Autumn evening, graced by a magnificent sunset that served as the perfect backdrop to the festivities. The featured movie, "Paddington 2," was met with immense enthusiasm and appreciation from all the attendees and volunteers, making it a memorable and enjoyable experience for everyone present.

The success of the "Cinema Under the Stars" evening was made possible by the generous contributions of our proud sponsor, Vos Construction and Joinery P/L, and the invaluable support of our esteemed supporters, including the Perth Lions Club, DJ Skip, Kerbside Chippys, Della Valle Gelato Naturale, Coffee Buzz, and Fancy Faces Facepainting.

The committee extends its heartfelt gratitude to these contributors, whose unwavering support played a pivotal role in making this event a triumph. Additionally, we are profoundly thankful for the dedication of our volunteers who lent their time and efforts to ensure the evening's success.

As we reflect on the past year, I want to express my heartfelt gratitude to the committee for your unwavering commitment and drive. It has been an absolute pleasure working alongside each and every one of you, and I am truly grateful for your dedication.

I also extend my thanks to the Board, staff, and management of Eskleigh. Your invaluable support, both behind the scenes and on the day of the events, has been instrumental in our endeavors. Your assistance has not gone unnoticed and is deeply appreciated.

Susan Davies
Fundraising Chair





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