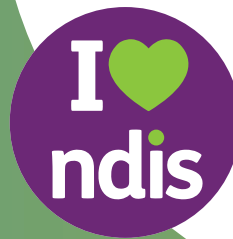


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Annual Report 2020

Growing care in our community



Eskleigh Annual Report 2020 Contents

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Welcome to
Eskleigh's 2020
Annual Report



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.

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.



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.



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.



Community

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



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.



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.

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 as part of its continuous improvement. All Directors and staff are directly responsible for the quality of their own work and actions.

Chair



Les Baxter

Chair, Eskleigh Board

From a Board perspective 2019-2020 has been characterised by consolidation and building a new foundation on which to continue to build a stronger organisation for the future, while continuing our mission of providing quality individual support services that enrich the lives of people with a disability.

We commenced the year with five new Directors on a nine-member Board. From the very beginning of the year it was apparent that we had selected a group of Directors with complementary skills and experience ideally suited to the current and ongoing strategic oversight of Eskleigh. The Board has quickly developed a good understanding of the challenges associated with a constantly changing NDIS and the need for continuous improvement in our operations associated with our provision of support services to our participants.

Our Board committee system is working efficiently and effectively, meaning that we are able to make better informed decisions and to move efficiently to approve a large number of new initiatives and proposals. It has been my absolute privilege to work with such a talented and committed group of Directors and I thank the Directors and our CEO, Dan Lowe, for their efforts during the year.

Dan Lowe has been an excellent appointment as CEO of Eskleigh. He has quickly assimilated into

the disability services sector, identified a range of issues and aspects of the Eskleigh operation that we need to address going forward, and he has developed a number of initiative to improve the operation of Eskleigh and prepare us for the ever-changing world of the NDIS. A major change has been the introduction of NDIS quality standards, and this has required changes in the way we operate, and the culture of the organisation and necessitated the introduction of quality assurance.

Under Dan's leadership, Eskleigh has been able to gain formal accreditation and this will be important as we move forward.

The year was not without challenges, and chief among these was the COVID-19 pandemic which impacted significantly on the operation of Eskleigh home and the support services that we provide to our other participants.

Eskleigh staff responded to this potential crisis in a very positive and professional way ensuring the safety of our participants and staff and a minimum disruption to services at Eskleigh home.

This year is the first full year for Eskleigh under the new NDIS funding arrangements. As we developed a better understanding of the new NDIS guidelines, Eskleigh returned to a healthy positive cash flow. This was due to the dedication and effort of our CEO, our Chief Financial Officer, and our professional staff. The return to surplus has meant that the CEO and focus have been able to move their focus from 'organisational survival' to consolidation and growth. Dan and his team have been doing excellent work on organisational culture, our people, and systems. To this end, the management team at Eskleigh has been significantly re-structured with the addition of several key appointments to prepare the organisation for growth. From a Board perspective we are now focussed on ensuring that Eskleigh is well-placed to meet the new demands of the NDIS in terms of operating environment and compliance whilst maintaining our core mission of providing quality services for our participants. It has also become clear that for Eskleigh to be sustainable we need to look towards replacing our aging stock of accommodation and assets and we also need to continue to grow as an organisation.

The coming year, 2020-21 is promising to be a very exciting year for Eskleigh. Plans for the construction of new purpose-built accommodation at our Jardine Crescent property in Prospect are already well advanced, and we anticipate commencing conceptual re-development planning for the Eskleigh site at Perth in the coming year.

Eskleigh Foundation is one area that I feel has received a reduced focus in recent times. To that end, we have appointed an Eskleigh Foundation Board sub-committee chaired by Dale Luttrell, former Eskleigh CEO. The role of this sub-committee will be to raise the profile of Eskleigh and provide more opportunities for engagement by Eskleigh Foundation members.

From my perspective, 2019-20 has been a very fulfilling, challenging and productive year. Eskleigh is very fortunate in having dedicated, compassionate and professional staff, and it is only through their efforts that Eskleigh has been able to move forward in such a positive way despite the challenges of the last couple of years.

In particular, I would like to acknowledge our CEO, Dan Lowe, who has provided excellent leadership to the organisation, valuable insights and counsel to me as Board Chair, and who continues to implement transformational

Eskleigh staff responded to this potential crisis in a very positive and professional way ensuring the safety of our participants and staff and a minimum disruption to services at Eskleigh home.



strategies in conjunction with the Board. On behalf of the Board, I would like to take this opportunity to acknowledge and thank all of our wonderful staff, truly the most important asset of the organisation. I would like to thank my fellow Directors for their support and input; this year has been exciting, next year promises to be much more so.

Dr Fiona Joske is retiring as a Director of Eskleigh as of the 2019-20 AGM. Fiona has given many years of valuable input and wise counsel to the Board of Eskleigh and we will miss her enthusiasm, positive input and demonstrated concern for the well-being of our Eskleigh participants. On behalf of the Board, I take this opportunity to sincerely thank Fiona and we hope that she will continue to have an association with the Eskleigh Foundation.

Les Baxter
Chair, Eskleigh Board

Executive



Dan Lowe

Chief Executive Officer

Reflecting on financial year 2019-2020, I look back with considerable pride in what we have been able to achieve as an organisation over the past 12 months.

This was Eskleigh's first year of full transition to the NDIS and it is so pleasing to observe the increased level of support that participants can access under the scheme. As our own understanding of the NDIS increases, we look forward to continued engagement with participants and their families to help identify the supports required to achieve greater independence and quality of life.

In late 2019 we invested in the addition of Eskleigh branding on our participant transport vehicles and it is very pleasing to drive around the State and see the Eskleigh brand prominently displayed on our vehicles. There were two key reasons for introducing branded vehicles; firstly, Eskleigh is proud of the services that it provides and we want to demonstrate this to the community; secondly, the NDIS is about consumer choice, with participants in control of purchasing services, and creating awareness in the market will be a key to our continued success.

Eskleigh's strategic plan 2019-2021 was signed off by the Board in the third quarter of 2019, a critical step to positioning Eskleigh for success as the local NDIS market matures. The strategic plan contains 7 broad objectives; Property, New Services & Regions, Business Systems, Marketing, Workforce, Service Improvement & Organic Growth and Strategic Partnerships. Eskleigh's improved financial position has fostered the roll out of these strategic objectives and we have been able to invest in additional people and system resources throughout FY20 to meet the increased administration and compliance demands under the NDIS. We have also begun exploring development options for our 4000sqm parcel of land in Prospect, which was purchased by Eskleigh in 2018.

Internally our mantra is 'we are on a journey' and this perfectly encapsulates who we are and what we are about. Investment in people, process and systems is the cornerstone of our journey and we will continue to focus on improving our



Take us back to last week when we awoke to a magical Winter wonderland! We couldn't believe it last Wednesday waking up to this majestic view from the Eskleigh House.

Our residents made sure they rugged up and got outside to enjoy what was a magical snow day rarely seen around these parts.

This snow day wasn't complete without the making of a snowman of course!

August, 2020



A big part of our Community Access program include therapeutic Arts and Crafts.

One of our residents Lawrence recently participated in the weekly art session at Eskleigh led by our wonderful volunteers from the Launceston Art Society.

Lawrence was an axeman in his younger days and participated at many woodchopping events around the state receiving several awards for his efforts.

August, 2020

service delivery, workplace culture and positive participant outcomes into 2021 and beyond.

The biggest challenge for Eskleigh (and the World) this year was COVID-19. The pandemic presented an unprecedented risk to participants and staff. Our leaders and staff acted quickly and decisively to implement processes and practices to protect the vulnerable. There were extended periods where visitation was not allowed at our accommodation facilities, we know this was very hard for participants and families and we are extremely grateful for their understanding. Fortunately, Eskleigh was able to maintain most services during the time when Tasmania had active cases, but there was some intermediate service disruption with community participants.

This past year our registration moved to the NDIS Quality and Safeguard Commission and Eskleigh welcomes this as a positive change in the sector; reducing neglect, abuse and

restrictive practices of people with disabilities is critical to achieving equality. Eskleigh also supports the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and we will continue to watch the developments as they unfold into 2021.

I would like to express my gratitude to the Executive and Leadership teams. Your commitment and drive humble me, and I am inspired to work alongside you every day. To the Board of Directors, led by Chair Les Baxter, thank you for your continued support and mentoring. Finally to our staff who support of our participants across the State each and every day, thank you for all your hard work and for making a positive difference in lives of so many.

Dan Lowe
Chief Executive Officer

Finance



Kerry Butler
Chief Financial Officer (CFO)

Eskleigh has experienced another exciting year with further challenges and opportunities presented by the NDIS and of course the global COVID pandemic.

Financial year 2019-2020 is the first full year operating under the NDIS with all services now transitioned. We continue to refine, invest, and develop processes and systems to support our participants and also our staff to perform their roles within an ever-increasing compliance and every changing NDIS environment, alongside Eskleigh's own commitment for continuous improvement.

The financial year ending 30 June 2020 recorded an overall surplus of \$3,845,652, a vast improvement over the prior year surplus of \$690,812, which had included revaluation gains and a significant bequest. The year saw a return to a positive operating result with a surplus for 2019-2020 of \$3,708,073 compared to an operating loss of (\$239,041)

for 2018-2019. Our auditors, Wise Lord and Ferguson have issued a favourable Independent Audit Result.

The improved result for financial year 2019-2020 is due to a range of factors; Continuity of Support funding changing to NDIS equivalent levels; COVID government support; and greater understanding of the NDIS enabling further support to participants. Operating income increased by 65% with employment costs increasing 26% during the year. Employment costs continue to represent the majority of Eskleigh's expenses, being 66% of operating income in 2019-2020 and 82% in 2018-2019. The remaining operating expenses remained steady or declined demonstrating Eskleigh's strong cost controls.

\$3.8m
overall surplus

End of financial year 30 June 2020

65%
increase

Operating income (2019-2020)

26%
increase

Employment costs



Our Community Activity program has been an invaluable opportunity for both our residents and local students from Perth Primary!

As part of our activity program we extend an invitation to Grade 6 students from Perth Primary to visit Eskleigh every Tuesday.

It is a great learning and social environment. This week saw Armi bring along his feathered friend Kochie, a Sun Conure Parrakeet!

July, 2020

Bequests & donations

\$120,155

2019-2020

\$542,593

2018-2019

Bequests and donations during 2019-2020 were \$120,155 compared with 2018-2019 of \$542,593, noting the prior year included a significant bequest of \$469,163.

Eskleigh continues to have the support of several ongoing Trusts such as the HC Abbott

Estate and M Bennett Trust as well as donations from the Bruce Wall Trust and others whose details remain confidential. Eskleigh has also benefited from significant donations in kind from Phil Hughes Office Supplies, receiving 3 large smart screens to better enable training and meetings – particularly useful during COVID social distancing. We would like to thank everyone who has remembered Eskleigh and assisted in the many ways to help Eskleigh provide services to enrich the lives of people with a disability.

This positive result, a reflection of the organisations effort and continued hard work sets the organisation on a strong path to achieve its strategic projects to ensure the ongoing sustainability of the Eskleigh.

We look forward to advancing our property developments in 2020-2021 and heralding in new disability designed accommodations. I am fortunate to work with an amazing team of people who are actively making a difference to enrich lives. To the Board, our CEO and staff - thank you.

Kerry Butler
Chief Financial Officer (CFO)

Operations

REPORT



Samantha Drotsky

Operations Manager

While taking a moment to reflect on the 2019 -2020 financial year there are some stand out moments that are worth further reflection.

COVID has been a challenge globally, for the more vulnerable people in our community the risk was unprecedented.

As a team we faced the challenge together, implemented strategies, processes and made hard decisions to protect our staff and residents as much as practicable. Some of these strategies are still in place today. At times we had to remove visits from Eskleigh Home, stop work placements for some of our

participants and day services were ceased. This interrupted daily routines and interactions with the community and families, however our ability to adapt, our strong relationships with our participants and families coupled with the wonderful world of technology enabled us to manage the interruption to daily life with new and exciting opportunities such as video calling families, which our Participants thoroughly enjoyed. So, thank you to all our residents,



Jam Tarts anyone?

Katrina, Leigh, Sue & Chris have been cooking up a storm in the Eskleigh kitchen this week!

Everyone loved getting involved in the making of these delicious Jam tarts with some help from Erica.

Now time to put on a nice cup of tea to wash these treats down with.

July, 2020



Sleeping on the job? Hardly! The team have been hard at work this month raising awareness for children in foster care.

With a gold coin donation day our crew wore their snuggly PJ's to work for National Pyjama Day.

Great to see so many take part and raise some funds for a good cause.

July, 2020

staff and families for your ongoing support and understanding. COVID also impacted on our ACIS and NDIS Quality and Safeguarding Audit that took place in June 2020, with the Audit being conducted remotely, via video calling. The Audit again demonstrated our adaptability and teamwork approach. The audit report stated that no nonconformities were identified, however identified some areas of development which we are working through as a team.

COVID has been a challenge globally, for the more vulnerable people in our community the risk was unprecedented.



The auditor recommended our certification against both standards, we are pleased to advise that the ACIS certification has been approved and we are yet to hear if the recommendation by the Auditors to the Commission has been accepted- this can take several months.

This audit result was a fantastic outcome for Eskleigh, thank you to all that were involved either directly or Indirectly.

Our Regions North, North West and South continues to grow; we have welcomed back participants from the past and we continue to grow our service offering to meet the individual needs of our participants.

Lastly, a special thanks to the Board for your ongoing support, our CEO Dan for his guidance and to all our staff, for your dedication, hard work and adaptability during this year and continued into the future.

Samantha Drotsky
Operations Manager

People and Culture



Darron Crocker
People and Culture Manager

The first six months of the People and Culture role has been a busy period of picking up on the strategic work that had already begun under the current leadership team and further focusing this effort.

As my first experience within the NDIS environment it has been a period of learning the way in which Eskleigh operates, the NDIS funds and the intersection of these two areas from a staffing perspective.

The period has also been defined by Covid-19 thrown into the mix as being a major stress point of staff and the leadership team alike, something which showed the resilience of both staff and leadership.

In the past six months I have had the opportunity to review the structure of the organisation and to make changes to a structure which I believe will support Eskleigh's growth into the future. The changes have been built on a premise of ensuring we have the right person in the right role with the right attitude, towards what good service delivery looks like. We have introduced key roles including Service Delivery Manager, Team Coaches, Quality Advisor, Procurement and IT; a team that has displayed

the ability to face challenges, come up with solutions and then execute on those solutions, sometimes in a very quick timeframe.

I would like to thank the hard work of the staff in supporting the leadership team on this journey towards supporting our participants towards their independence the best we can.

The next steps are to embed change throughout the organisation by completing staff development, training and coaching to ensure all staff are supported in how to better service the complex needs of our participants.

It has been a very positive introduction into Eskleigh and the ability to work within a very clear strategic plan and be supported by the CEO, Executive Team and the Board to institute



We have been enjoying some spectacular Winter days and as restrictions lift it is time to get out and about!

Katrina has been enjoying some shopping and park time in Launceston this week.

Katrina went to Kmart and purchased a new jacket for these chilly winter mornings and then on to the City Park to visit the monkeys.

July, 2020



Something fun for a rainy day today!

We love our craft projects and today was a colourful one.

The fish bowls were a real hit to make and our residents enjoyed the time to put their creativity to the test.

June, 2020

change has been a very important aspect of the journey so far.

While there are still steps to be undertaken, the beginnings of the organisation from a people and culture perspective that we wish to see is beginning to take shape. I would like to thank the hard work of the staff in supporting the leadership team on this journey towards supporting our participants towards their independence the best we can.

We look forward to the coming year to see what the Eskleigh team can achieve towards improving the life of every participant that Eskleigh works with.

Darron Crocker

People and Culture Manager

Thank you to our key donors and partners

- HC Abbott Estate
- M Bennett Trust
- Bruce Wall Trust
- Phil Hughes Office Solutions
- Clever Creative
- St Giles Society
- Eaglecrest Technologies
- Self Help Workplace
- Safe Workplace Solutions
- Paul Kitchen Electrical
- Australian Workforce Assessors
- Wilson Homes
- AXSYS
- LGH Catering
- FlowLogic
- Westpac
- EPIC Pharmacy Kings Meadows
- Longford Medical Centre



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