



2021 Annual
General Report



Who We Are

Greenacres is one of the largest disability service providers in the Illawarra. For over 68 years, we have been committed to supporting people with disability to achieve their dreams.

We are a trusted name in the Illawarra and Shoalhaven with a reputation for innovation, flexibility and quality support and every week we provide training, employment opportunities, respite and life and leisure programs to nearly 600 people with a disability.



Vision and Purpose

We Imagine: Every person with disability creating their own positive future

We Will: Support people with a disability to transform their ideas and goals into experiences and achievements

We Believe in: Respect | Empathy | Fairness | Integrity

Business Objective

To be a sustainable, quality focused and values driven organisation which is responsive to the needs and goals of people with disability.



Our Board



Greg Parrish Chairperson (2020) and Company Secretary; Member of the Audit and Risk Committee 2020; Member of the Property and Investment Committee 2020; Chairperson of the Audit and Risk Committee 2019; Appointed to Greenacres Board May 2013. Chief Operations Manager for the Catholic Diocese of Wollongong; Graduate Member of the Australian Institute of Company Directors.



Stephen Dawson Deputy Chairperson (2020); Chairperson of the Property and Investment Committee 2020; Member of the NDIS Safeguards Committee 2020. Appointed to Greenacres Board May 2008. Legal Practitioner, Dawson Lawyers and Wollongong Conveyancing Services; Director Illawarra Diggers, Aged and Community Care Limited.



Richard Young Director; Member of the Property and Investment Committee 2020; Ex Officio of the Audit and Risk Committee 2019; Acting Chairperson 2019. Appointed to Greenacres Board in August 1992. Life Member. Retired Property Consultant, Chairperson of Wollongong Ex Services Club.



Trish Donaldson Director; Chairperson of the NDIS Safeguards Committee 2020; Member of the Governance Committee 2020; Member of the Audit and Risk Committee 2019. Appointed to Greenacres Board in October 2009. Retired from the Greenacres Board November 2020. Retired Manager, Community Housing and Disability Support Services



Isla Bowen Director; Member of the NDIS Safeguards Committee 2020; Appointed to Greenacres Board April 1993. Life Member. Retired from the Greenacres Board November 2020. Deputy Chairperson, former Honorary Fellow – University of Wollongong, Health and Behavioural Sciences. Vice President of the University of Wollongong Social Club.



Chris Burrows Director; Member of the Audit and Risk Committee 2020; Member of the Governance Committee 2020. Member of the Audit and Risk Committee 2019. Appointed to Greenacres Board as an Alternate Director June 2016. Appointed as a Director February 2018. Manager, People and Culture CEnet.



Trish McClure Chairperson Governance Committee 2020; Chairperson Governance Committee 2020; Appointed to Greenacres Board as an Alternate Director 8 November 2018. Former Chair Carers NSW, Former Director Interchange Illawarra. Appointed as a Director 14 November 2018. Director Rural and Regional Planning & Development, Transport for NSW; Director RDA Illawarra.



Sonia Minutillo Chairperson of the Audit and Risk Committee 2020; Member of the Audit and Risk Committee 2019. Appointed to Greenacres Board June 2016. Director, Investigation and Reporting – Information and Privacy Commission NSW.



Henry Crawford Director; Chairperson Participant and Carers Reference Group 2021; Member Property and Investment Committee 2021. Appointed to Greenacres Board November 2020. Retired Asset Manager Steel Treatment and Caster Services at Bluescope Steel. Long-term carer for a person with a disability.



Marcela Kohazy Director; Member of the Governance Committee 2021. Appointed to Greenacres Board 2020. Marketing and Communications Manager – Woonona Bulli RSL Club.



Carol Brain Alternate Director; Member of the Audit and Risk Committee 2021. Appointed to Greenacres Board as an Alternate Director November 2020. Locum Generalist Solicitor Illawarra Legal Centre; previously the NDIS Appeals Coordinator Illawarra Advocacy.



From the CEO

Chris Christodoulou

The beginning of the financial year (July 2020) saw Greenacres start to reopen our support services under strict COVID-19 protocols. It took some time for Greenacres to reach maximum support capacity which occurred in April 2021.

During the financial year, the organisation had \$6 million of JobKeeper money flow through to those employees who were eligible. We posted a \$3 million dollar surplus.

Greenacres used some of these additional funds, along with bequests and monies allocated by the Governments Temporary Viability Support Scheme, to improve and upgrade infrastructure including:

- The purchasing and renovating of our new Community Life and Leisure (CLL) centre – Shepherd Brothers Place
- The replacement of the roof on both Building 1 and Building 2 at our Australian Disability Enterprise (ADE) at Ralph Black Drive, North Wollongong
- The purchase of a new truck for our ADE and four new buses for our CLL
- The upgrade of the lunch room in Building 2 (named the Michale Lawlis Lunchroom) and toilet facilities for our supported employees at our ADE
- A new internal fire hydrant system at the ADE

Had it not been for JobKeeper, the true operational result would have been an operating deficit of -\$261,000.

During the summer of 2020/2021, we really excelled in getting back to what we do best, supporting our participants face to face. From this perspective, Greenacres were finalists in six categories of the inaugural We Do Magic Awards introduced by the Community Industry Group.

Congratulations to all our finalists but in particular Leonie Way who won the Individual Brilliant Idea Award.

From an advocacy perspective, other highlights during the year were:

- The setting up of our Participants/Carers Reference Group
- Playing a leadership role on Supported Wages in the Fair Work Commission and Federal Court and making submissions to the Disability Royal Commission with respect to Supported Employment.

Just as we thought we had left COVID-19 behind us in June 2021, the DELTA strain of COVID hit our shores and once again we entered the winter and spring of 2021 with COVID-19 affecting our services with shut-downs.

Living and operating with COVID has been a major challenge for our participants and staff and we have tried our best to provide support where we can. As an organisation, Greenacres has been at the forefront of promoting vaccinations amongst both our participants and workforce. We believe following the health advice is the best way forward.

Finally, during the year the organisation engaged Pricewaterhouse Coopers (PwC) to undertake an independent review of our organisation in light of the new NDIS Pricing (funding) which will have a significant effect on our operations. The results of the review and the organisation's response to it, are expected to change aspects of how we do things in 2022/2023 but not the quality of the services we provide. Any changes are designed to improve the quality of our face to face supports and enable the organisation to grow in the future.

I would like to thank all of the staff, irrespective of their position in the organisation, for their passion

and commitment to their work as we learn to live in the new age of COVID-19. I would like to acknowledge the contribution that General Manager Heather Marciano, and Finance and Governance Manager Sean Cleary made during their time with us. Both left Greenacres to take on new roles as CEO and Corporates Services Manager respectively in other community sector organisations.

Thank you to the Board of Greenacres for their custodianship of the organisation and their continuous support to myself, the management team and staff generally.

Finally I would like to acknowledge the enormous contribution of Director Richard Young who is stepping down from his Directorship with 29 years of service. Richard's role in the organisation cannot be underestimated and I for one want to thank him for the support he gave myself as CEO over many years.

Due to COVID-19, many of this year's plans were interrupted. This included the annual ADE Christmas Party. Participant awards were handed out in April instead.





Message from the Chairperson

Greg Parrish

We are pleased to present to you the 2020/2021 Annual Report.

The disability sector continues to experience significant disruption caused by a range of factors, not the least being the COVID-19 pandemic environment. Our number one priority during this period has been to ensure the safety of our participants and staff.

We are grateful to our wonderful staff who have made significant sacrifices to support our participants in an environment where continuous education and training has been imperative. We are also grateful to Government authorities for their financial assistance as the closure of services would have been a disaster for many in the sector without JobKeeper and other programs. JobKeeper did not only assist many organisations stay afloat but contributed to healthy financial outcomes.

Moving forward in an environment post the COVID-19 pandemic, many challenges will remain for us to navigate. The NDIS pricing model seeks to drive provider costs down by using the lowest quartile of the NDIA market survey measure to determine the hourly base price for support. The model is especially unhelpful when it comes to costs such as supervision, workers compensation and other overheads particularly where the mix of services may drive higher overheads.

Many disability organisations have struggled to adapt to the NDIS and have closed their operations. In addition, many new for-profit and unregistered providers have entered the market with little oversight by government agencies to ensure they are providing quality services. Further changes to the pricing model from 1 July will further put pressure on the sector. To assist Greenacres in moving forward under this tight pricing and increasingly competitive environment, PwC were engaged to review our operating model

to ensure we can operate effectively under the new model. The findings of this review will be considered during 2021/22.

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability will also alter the way we operate into the future. The Commission may recommend a move away from congregant models of support, particularly in employment, where the push will be to see the eventual closure of ADEs as we know them.

Coupled with all the financial and structural challenges the environment has placed upon us, we need to ensure that we have the resources to meet the standards set by the Quality and Safeguards Commission as we navigate further significant change.

As always, I take this opportunity to acknowledge Greenacres many community supporters, most of who are listed in the Annual Report. Without this valuable community support Greenacres would not be able to carry out many of our positive initiatives.

I would like to officially welcome new directors Marcela Kohazy, Carol Brain and Henry Crawford who joined the board during the year. Greenacres will be forever grateful for the service of Richard Young, our longstanding previous chairperson and director. Richard will be standing down at the 2021 AGM after 29 years on the Board. Greenacres is much enriched by his dedicated service.

On behalf of the Board I would like to thank our staff and management who continue to work passionately for those we serve in very challenging times. Their passion, dedication, innovation and resilience is acknowledged and deeply appreciated by the Board.

All of us at Greenacres look forward to continuing our work to imagine a positive future for all those with a disability.

Greenacres Snapshot



STAFF STATS

257

179 78

61 FULL TIME 125 PART TIME 71 CASUAL

SUPPORTED EMPLOYEES

89
 137

FULL TIME 23
PART TIME 190
PART TIME 2
TOTAL 224

GREENACRES OPERATES IN 19 SITES FROM CORRIMAL IN THE NORTH DOWN TO NOWRA IN THE SOUTH.

PARTICIPANT BREAKDOWN

ADE 215

ASK 217

CLL 363

AWARDS

AFTER THE LAST MINUTE CANCELLATION OF THE ADE CHRISTMAS BBQ, WE HELD ANOTHER BBQ IN APRIL FOR THE OVER 30 SUPPORTED EMPLOYEES WHO MISSED OUT ON RECEIVING THEIR SERVICE AWARDS IN 2020.

OVER THIRTY AWARDS WERE RECEIVED:

- 11 X 5 YEARS
- 13 X 10 YEARS
- 1 X 20 YEARS
- 2 X 25 YEARS
- 2 X 30 YEARS
- 1 X 40 YEARS



We Do Magic Awards

Greenacres was honoured to have six finalists at the inaugural Community Industry Group (CIG) Illawarra Forum, We Do Magic Awards. These awards recognised the outstanding work of local community service providers during what was a significantly challenging past 18 months.

Of the six finalists, four were from our Community Life and Leisure (CLL) team, one was for our Community Connect volunteer program and one was our Skilled n Social Programs Officer Leonie Way. We had one winner on the night, Leonie Way won the 'Brilliant Idea' category but in our eyes, all our finalists were winners and need to be celebrated. Congratulations to all finalists and winners.

Leonie Way

CATEGORY: BRILLIANT IDEA – INDIVIDUAL

The well-deserved winner for the Brilliant Idea – Individual category at the We Do Magic Awards was Leonie Way, who was nominated for her work with our younger participants in Kickstart Skilled n Social.

When the Saturday program were told they could no longer go out into the community due to COVID-19, Leonie came up with a wonderful plan to keep them learning life skills and having fun with each other while also keeping safe. Each participant was given a passport and every week, Leonie and her team would go above and beyond transforming the Kickstart Centre into a different country starting from A (Australia) and going right through to Z (Zimbabwe).

When the kids arrived they would have their passport stamped and the fun would begin. They cooked traditional food from the country they were visiting, learnt songs, dances and customs, played games and made traditional crafts.



Community Connect Team

CATEGORY: FRIEND IN NEED – TEAM

The Community Connect team were nominated because of their amazing effort in continuing to support the residents of both Illawarra Diggers Aged and Community Care and the IRT Group while both organisations were in extended lockdown last year.

During the lockdown everybody involved with the program felt the separation keenly so Greenacres came up with the idea of having a weekly Zoom session instead. After a few lessons in Zoom on both sides, the Greenacres volunteers started using the sessions to interview the residents about their lives. They then used the interviews to create memory books for the residents with photos and colouring-in pictures made by the volunteers during lock down. It was an emotional reunion when almost one year to the day, the COVID-19 lockdown ended and the Greenacres volunteers were able to be back on site.



Kia Slaughter and the Park Road Team

CATEGORY: ABOVE AND BEYOND – INDIVIDUAL AND TEAM

Well done to Kia and the Park Road crew for being nominated for their Park Road Pantry project. Knowing that many in the Nowra community would be struggling after the drought, bushfires and COVID-19, they decided to place a pantry with free food outside their centre.

The pantry was constructed by supported employees from Greenacres ADE Enterprises and brought to Nowra where it now stands stocked with non-perishable staples and snacks.

Karen Davis and the High Street Team

CATEGORY: FRIEND IN NEED – INDIVIDUAL & TEAM

Team Leader Karen Davis and the High Street Team were nominated for their idea of inviting a gorgeous PAW Therapy dog into the centre to provide calming friendship to their participants. Weekly visits from Murray was just one of the many ideas the High Street Team came up with to keep their participants happy and engaged when they could not leave their centre due to COVID restrictions.



Libby Ritchie and the Rayleigh Drive Team

CATEGORY: TERRIFIC TEAM EFFORT

Rayleigh Drive Team Leader Libby Ritchie and her team were nominated for the brilliant job they did teaching their participants to sew their own face masks. The participants not only learnt sewing skills but by creating masks for all the participants in the Shoalhaven, they turned wearing a mask into a fun experience.

Sharyn Balmer and the Oak Street Team

CATEGORY: ABOVE AND BEYOND – INDIVIDUAL

Congratulations to Oak Street Team Leader Sharyn Balmer and her team who were nominated for the extraordinary effort they go to, to provide their participants with magical centre-based experiences. As well as having a themed party for every participant's birthday, they also go above and beyond to celebrate events like Christmas in July, Harmony Day, Easter and the Melbourne Cup.

There are 19 participants at Oak Street and they put the same effort into celebrating every birthday. Themes last year included Home & Away, Harry Potter, The Simpsons, Ghostbusters and Mamma Mia. They transform the whole centre based around the theme using costumes, props, music, food, games and activities.



Community Connect

ADE GARDEN TRANSFORMATION

You don't usually associate tranquil gardens and watermelon patches with a factory, but when the Community Connect gardening crew could no longer go to IRT sites due to COVID-19, they decided to create a little piece of paradise at the ADE instead.

They used their skills to design and define garden beds, planting them with bird attracting Australian natives like grevilleas, kangaroo paws and lilly-pillys. They also cleared previously overgrown areas, built compost bins for garden waste and grew seedlings for their vegetable gardens including a very prolific watermelon patch.

The next stage of their plans was to build a pathway that followed the line of the creek at the back of the block and into the line of trees. Here they are creating what they describe as a rainforest sanctuary – a safe place to relax, enjoy nature or even have a picnic.

A BEAUTIFUL SURPRISE FOR THE MOTHERS OF IRT

After months of missing family because of the COVID-19 lockdown, 1200 mothers living at IRT residences across the Illawarra, Sydney, Shoalhaven, Eurobodalla and the ACT, received a very special surprise from their friends at Greenacres on Mother's Day.

From November last year the Greenacres Community Connect gardeners worked with IRT Facilities Management to propagate the plants with cuttings sourced from IRT aged care centre gardens in the Illawarra. The plants included geraniums, succulents, money plant, pig face, fire stick and coleus.

Our Community Connectors had to hand paint and decorate a whopping 1200 clay pots which were then potted with the propagated plants. It was such a massive project to complete that they had to call in help from some of our supported employees and the Kickstart for Life participants.



The Community Connect volunteers said all the hard work was worth it when they got to personally give the gifts to residents at IRT Tarrawanna Gardens.

Nathan who is part of the Greenacres gardening group said he was proud of what he and his friends have achieved alongside the IRT Facilities Management employees.

"It's been a great project, we have learnt so much like how to propagate plants and what kind of soil to use. I've really enjoyed being a part of it," Nathan said.

"The best part was giving the plants to people. It was very special for the mothers. If it wasn't for mothers we wouldn't be here."

Greenacres' Skilled n Social Programs Officer Leonie Way who organised the project said it was wonderful to see everyone's enthusiasm for the surprise.

"Participants from right across Greenacres contributed, including decorating the pots and tending to the plants. There was a lot of excitement about seeing the IRT residents' faces when they received their special Mother's Day gift," Leonie said.

The response from the project was a flood of emails, phone calls and handwritten cards thanking Greenacres for being a bright spot in a flat year.



Participant and Carer Reference Group

From the first little school in 1953, families and participants have been the driving force shaping Greenacres into the organisation it is today. To ensure that they will continue to play a leading role in the evolution of our organisation, we created a new Participant Carer Reference Group.

It is hoped the group will enhance the relationship between Greenacres and carers, families and participants by giving them a real stakeholder voice.

For 31-year-old Greenacres supported employee Jade Stewart, who has been employed by Greenacres for over 12 years, joining the Participant Carer Reference Group was an opportunity to be a bridge between his workmates in the ADE and the Board who ultimately make the final decisions about the direction of the organisation.

"People I work with know I am in the group so they come up to me and talk to me if they are worried about anything or if they want to see changes in the ADE," Jade said.

"I really enjoy going to the meetings and talking about issues that affect people with disability in general as well as things that are happening in the ADE."

After 35 years of helping his wife care for his brother-in-law Peter Mannix, who has been a participant with Greenacres for over 63 years, newly elected Board Member Henry Crawford, was keen to accept the role of Chair of the reference group.

"I decided to join the Board of Greenacres because I thought it would be a good opportunity to give back to the organisation that has done so much for Peter and my family," Henry said.

"Working at Greenacres meant everything to Peter, it gave him a sense of purpose and the feeling of achievement."

"He was always so happy to come to work and be with his friends and Maureen and I could get on with our day knowing that Peter was safe and cared for."

The Deputy Chair of the group is Richard Young who has been a Board Member of Greenacres for nearly 30 years and who is a carer to his daughter Vanessa who has been a supported employee at the ADE for 20 years.

The new reference group meets quarterly to give feedback to the Greenacres Board and Management team on issues like the NDIS, existing support services and any initiatives Greenacres should consider outside of its existing service offerings.

Lindsey, Christen and Jade



Participants Love Shepherd Brothers Place

Anyone who knows the history of Greenacres will understand the special significance of naming our new Community Life and Leisure centre 'Shepherd Brothers Place.'

Lil and Syd Shepherd were part of the first group of pioneering parents who started Greenacres in the 1950s and they played a pivotal role in our growth as a not-for-profit organisation.

Their two sons Alan and Neil Shepherd, were part of the first class of children at Greenacres School, spent their working life at the ADE and then went on to join our CLL programs.

Designed for people with high support needs, the new centre in Oak Flats was made possible thanks to a

generous donation from Neil and his brother Alan, who sadly passed away in December 2018.

The new facility which is modern, light, spacious and accessible, was officially opened by Shellharbour City Council Lord Mayor, Marianne Saliba on Thursday, 11 March 2021.

Greenacres was honoured to have Neil attend the event as well as his cousins Joyce and Narelle, who said if Neil and Alan's parents were still alive today they would have been very proud that the donation had been used to purchase the wonderful new centre.



THE HIGH STREET FABULOUS FUNDRAISERS

Nothing beats the feeling of giving to a cause that is close to your heart – just ask the High Street team who hosted a Breast Cancer Awareness morning tea. With cancer having affected the families of some people at the centre, everyone enthusiastically embraced the chance to decorate their centre in pink, raise hundreds of dollars and make a difference.

THE ORD PLACE ECO WARRIORS

Led by participant Matthew Mauro, at least once a week the Ord Place eco warriors patrol the beaches and pathways of Shellharbour. Armed with garbage bags, gloves and 'pick-up sticks', they try to make sure rubbish doesn't pollute our oceans and harm wildlife. Having been doing this for the last five years, Matthew and his work is very much appreciated by his local community.

THE PARK STREET HEROES

For over two years, Park Street participants have been collecting food from Woolworths in Vincentia and cooking meals for Dignity – a charity providing essential services for people experiencing or at risk of experiencing homelessness. This year, they also built an outdoor pantry for non-perishable food that can't be used in the meals they cook, providing items like canned tomatoes, baked beans, biscuits and snacks for people in need.

THE RAYLEIGH DRIVE GREEN THUMBS

A group of green thumbs from our Rayleigh Drive centre in Worrigea volunteer their time each week to work at the local community garden. The Callala Community Garden was created so people of all ages, abilities and backgrounds could come together to share the experience of growing food. Our participants have been helping out since January 2021 and have enjoyed growing food that is shared with their community.

CLL Helping Others in Need

Staff and participants at all our 16 centres across the Illawarra and Shoalhaven have always put an emphasis on giving back to the community and try to include volunteering and fundraising in their programs whenever they can. Here are just some of the different ways our CLL participants stepped up this financial year:

THE OAK STREET ELVES

The Oak Street elves were hard at work last Christmas making food hampers. They then donated the hampers to 'The Movement' Wollongong who support local residents in financial hardship. Every participant was given the opportunity to participate, whether it be with the shopping, packing, wrapping or delivery. The Oak Street participants helped out again in June, collecting and delivering 46 hoodies for Wave FM's 'Hoodies for the Homeless' drive.



Director Steps Down After 29 Years

He may be retiring from the Board after nearly 30 years of service including 10 years as Chairperson, but as a Life Member, Richard Young will always be an integral part of Greenacres.

A former property valuer and owner of LJ Hooker Wollongong, Richard was asked to join the Board in 1992 because of his expertise in real estate.

Along with his fellow Board Members and former CEO, Neil Preston, Richard was instrumental in growing Greenacres' asset base through the acquisition of property.

"When I started on the Greenacres Board, we didn't own any property and we were losing money in rent every month," Richard said.

"Today we own 17 properties and I am proud that choosing to take the path of property acquisition all those years ago has resulted in the strong asset base we have today."

While some decisions were straight forward, Richard admits that his time on the Board wasn't without some difficult challenges.



"The hardest decisions have always been to close parts of the business that were making big losses," Richard said.

"It was especially hard when we knew how important the work was to the supported employees – closing Smileys Take Away was a sad day but we really didn't have much choice."

Despite growing up in Wollongong, Richard said he was not really aware of Greenacres until his youngest child Vanessa was born with Down syndrome in 1982.

"When I was asked to be on the Board 12 years later it was a busy time in my life but I jumped at the opportunity to be involved with an organisation that had always done so much for people with disability."

After leaving Para Meadows School in 2000, Vanessa joined the Greenacres Joblink program for two years before transitioning to full time employment in our ADE where she is still working today.

"When Vanessa was born, my wife and I were devastated to find out she had Down syndrome," Richard said.

"We wondered what kind of life she would have – would she have friends or a social life? Would she ever have a job or be independent? Would she be happy?"

"I wish I could go back in time and tell us not to worry because Greenacres would provide her with a wonderful quality of life."

"That is why I have been a Director on the Board for so long, I wanted to give back to an organisation that has given so much to my daughter."



COVID LEADS TO UPSKILLED N SOCIAL

After the first COVID-19 lockdown finished in 2020, some supported employees could not come back to working their usual roster at the ADE immediately due to some of our customers and their usual workflow also being impacted by the lockdown.

To get these supported employees out of the house and back into their normal working routine, Greenacres created a new program called Upskilled n Social.

Staff pitched in to transform a storage space on second floor of Building 2 into a bright, functional training room which was spacious enough to allow the required social distancing. Upskilled n Social started at the end of August 2020 and has continued every Monday, Tuesday and Thursday.

The program has been designed to upskill participants in both work-related and life skills by completing projects and learning in a fun and engaging environment. Skills have included weighing, measuring, counting, reading, interviewing, and even learning to tie-dye fabric and transform old pallets into animal sanctuaries.

Participants also gain qualifications in 'Skills to Work and Vocational Pathways' from the WEA while attending the program.



THE KICKSTART CENTRE IS PARTY CENTRAL EVERY RDO

While COVID may have saw the cancellation of major events like Picnic Day and Christmas parties, the talented Skilled n Social team still managed to organise some amazing parties on the monthly Rostered Day Off (RDO).

In February, there were surfboards, inflatable flamingos, flower leis and hula skirts – all the essential ingredients for the perfect Hawaiian luau party. Participants sipped blue lagoon mocktails and danced the day away in our own Greenacres Tiki disco.

March was a completely different vibe with casual beach clothes swapped for full Hollywood-style glamour. Everyone looked very stylish as they strutted the red carpet and then partied in the 'VIP Room' of the gold and black themed Kickstart Centre.

According to our participants though, the most exciting day of all was the Home & Away party in April. Not only did our avid fans get to feel like they were hanging out in Summer Bay, they were also mentioned by name in three special Greenacres videos made by stars Tim Franklin, Emily Weir and Ethan Browne.

For so many of our participants, the parties were a highlight in a difficult year – an opportunity to have fun, dance and create special memories with their friends. The whole Skilled n Social team should be commended for the creativity, energy and enthusiasm they poured into every event.

Building Career Success with Kickstart

It was a year of career building success for our Kickstart program with over 20 SLES participants achieving work related certificates, 54 participants taking part in work experience opportunities and a record 18 participants transitioning into some form of paid employment.

The Kickstart SLES participants have been training for their certificates with Impact Training and Education who are associated with RTO, United Transport Solutions. Certificates have included the Statement of Attainment in Pick and Pack Operations and the Statement of Attainments for Transport and Logistics.

Family and carers were invited to a special morning tea where the proud participants were presented with their certificates which included subjects like Following Work Health and Safety Procedures and Using Infotechnology Devices in the Workplace.

SLES ON THE MEZ

While the Kickstart Centre is an exciting, fun space, every Kickstarter knows there are times when it can get pretty noisy. So in February this year, the team created a large new learning space designed specifically for Kickstart Careers (SLES) participants.

This is now a quiet area where Kickstart Careers participants can focus on learning and developing employment skills away from the noise and buzz of the Kickstart Centre. As it is located on the mezzanine level of Building 2, the space is called 'SLES on the Mez'.

As the Kickstart Careers team work individually with each participant, the work experience and paid work opportunities this year have been as varied as the interests, goals and dreams of the participants themselves.

Work experience and paid work opportunities have included:

AMY: Animal lover and Kickstart Careers participant Amy was thrilled to start a work placement with Around the Clock Dog Care in Wollongong. Amy works at the dog care centre every Thursday and her role includes feeding, cleaning, training and playing with the dogs. The work placement means she can start her Certificate II in Animal Studies through TAFE.

CORTNEY: Banana Buzz, Blueberry Blast or Berry Bang – Cortney can make them all thanks to her work placement at Boost Juice. Cortney said the skills she had learnt working in the canteen at St Pius X primary school were put to good use working at Boost. As well as prepping and preparing the juices, Cortney has been serving customers and keeping the appliances clean.

JACK: Jack's cool dance moves and passionate performance as Pepperoni Pete outside Domino's Pizza in Dapto has made him a local celebrity. Drivers slow down to honk their horns and he even engages people passing by in dance battles. Pizza sales increased and management were so impressed that they offered Jack paid work after his work experience finished.

"I am so excited to be the pizza man and hold the sign and dance – being a mascot is my dream," Jack said.



Kickstart Skilled n Social

When they walk through the door of the Kickstart Centre on a Saturday, the kids of Kickstart Skilled n Social never quite know what magical experience awaits them.

Last year when COVID-19 restrictions hit, the Kickstart SnS crew were given passports and every Saturday the centre was transformed into a different country from A-Z, complete with props, costumes, games, music and food.

But what do you do when you have finished exploring the world? Fly into space and discover the galaxy of course!

The Kickstarters started their space tour in March with a trip to the Science Centre and planetarium. Each Saturday they then explored a different planet starting with Mercury and finishing with the Sun.

Every week they painted a model of the planet they were visiting so at the end of their space odyssey they had a complete model of the solar system to take home. They also cooked up some out-of-this-world treats, one week even basing their menu on what astronauts eat at the International Space station.

Now in its second year, the Kickstart Skilled n Social program was developed for younger high school students who want to make new friends, learn important life skills, increase their independence and most importantly, have fun.



KICKSTART SNAPSHOT

110

PARTICIPANTS OVERALL, SUPPORTED OVER THE COURSE OF A WEEK

KICKSTART PARTICIPANTS IN THE SCHOOL LEAVER EMPLOYMENT SUPPORT (SLES) PROGRAM:

33

6

KICKSTART FOR LIFE PARTICIPANTS IN THE SCHOOL STUDENT WORK EXPERIENCE PROGRAM



PARTICIPANTS WHO HAD WORK EXPERIENCE OPPORTUNITIES:

54

18

PARTICIPANTS TRANSITIONED TO PAID EMPLOYMENT



Impressive Audit Results

In February, Greenacres underwent mandatory external quality audits across all of our operations. Firstly, we were audited against NDIS Practice Standards (Quality Indicators) for every service we provide. We were also audited specifically on all applicable requirements of AS/NZS ISO 9001:2016 (Australian and international Standards) and the National Standards for Disability Services (NSDS) Practice Standards for our ADE. The ISO recertification audit covered the full scope of Quality Management standards, while the NDIS and NSDS audits were mid-term surveillances.

Greenacres successfully met the objectives of the ISO 9001:2016 assessment and maintained certification to ISO 9001:2016 (Quality Management System). We had no non-conformances under the NDIS and NSDS Practice Standards and were therefore confirmed as meeting our ongoing requirements within those Standards.

The auditors always provide feedback on some of their main observations and we wanted to share a few of the most noteworthy.

In terms of what we do, they said:

- ✔ Participant feedback provided overwhelmingly positive evidence that the organisation is meeting participant needs and expectations, in line with all indicators' requirements.
- ✔ Positive feedback was received from supported employees, describing their work and staff at Greenacres as "fun, good to make friends and make jokes at work, some jobs challenging but rewarding when done right, competency / task analysis is good to make sure everyone can do the job they have well".

In terms of how we do things, they said:

- ✔ Greenacres continued to maintain a well-implemented integrated management system based on the requirements of the NDIS and NSDS.
- ✔ A quality management system has been established which forms the basis of the organisation's functionality and policies and procedures are implemented to tailor for the organisation's needs and are in line with the NDIS and State legislative and regulatory requirements. Management and staff are knowledgeable in the policies and procedures that they are to adhere in order to meet optimal participant outcomes.

In terms of how we listen to our participants, they said:

- ✔ There has been an increase in participant carer Board members, and the Board has approved terms of reference for a Participants/Carers Reference Group. The purpose of the group is to provide the Board and Management with information regarding high level matters which may affect participant supports. The challenges presented during the pandemic have provided an opportunity to review feedback provided by participant carers during this time which is aligned with increasing the representation.

Our ability to successfully meet the oversight of external auditors is a direct result of the hard work, dedication, empathy, integrity and professionalism of every single member of the Greenacres team, together with the implementation of our robust processes and practices and the quality of support we provide to our participants. We really want to congratulate everyone involved with our great organisation.



Outsider Artists

Having had to cancel our annual Outsider Artists exhibition for two years in a row due to COVID-19, we can guarantee that 2022's exhibition will be spectacular.

Earlier this year the artists took on the challenge of creating a Picasso inspired self-portrait and the results were amazing. Each artwork was wildly colourful, unique and reflected the personality and inner world of the artist.

Even though she has been teaching art to participants at Greenacres for over eight years, professional artist and qualified art therapist Victoria Velozo, said even she was surprised by the quality of the work the artists' produced.

"We really gave them very little direction with this project, they all just knew what they wanted to do and what they created was brilliant," Victoria said.

"All the portraits are very unique and even though they are in the style of Picasso, I can tell straight away who painted each one by the colours they have used as well as the style and composition."

This year over 100 participants from across the organisation joined in an Outsider Artists class and Victoria said she is hoping to have every artist represented at next year's exhibition.



Financial Performance at a Glance

Needless to say, the 2021 Financial Year was a difficult one. Not only were we navigating safe and compliant operations during a pandemic, we were also working under the ongoing tightening of NDIS prices, challenging all providers in the sector to deliver the same level of services within sharply reducing income.

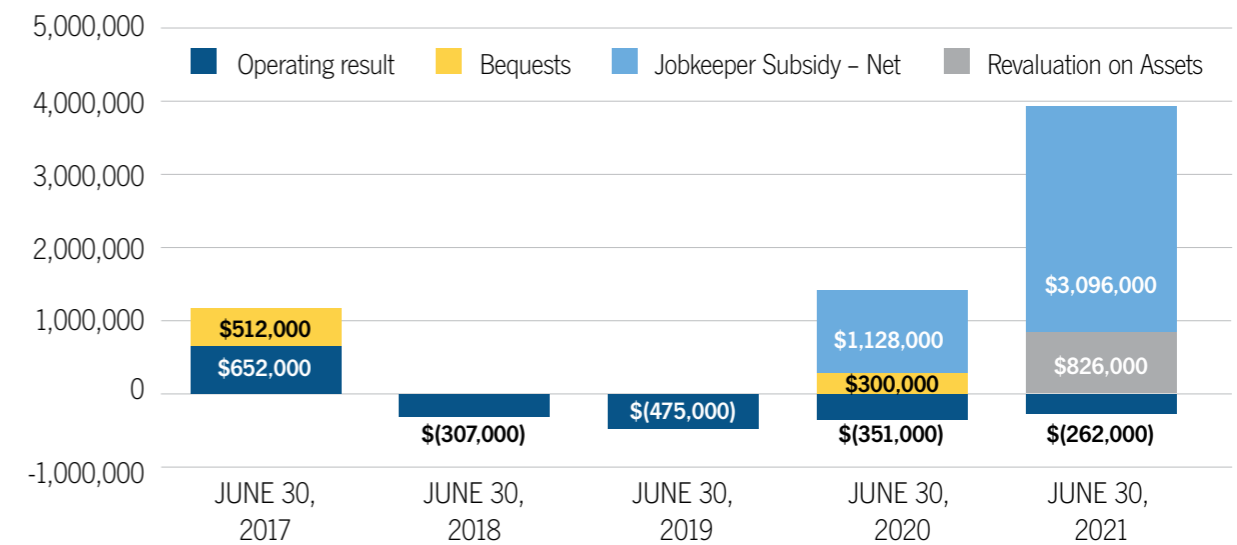
Greenacres started the year working within the impact of the Covid-19 lockdown with restrictions causing the shutdown of many of our services. Early in the year our income was 20% to 30% below normal levels. Through the resilience and commitment of our staff and the easing of restrictions towards December/January, Greenacres began to return to pre pandemic service levels around March. Both revenue and profitability began increasing as our participants were welcomed back to programs and services. This proved to be short lived however, with another Covid-19 outbreak and subsequent lockdown happening in late June early July.

From a financial view point, our annual report shows that we delivered a profit of \$3.9 million. This however, was primarily due to the revaluation of our assets (\$826,469) and the positive impact of JobKeeper (\$3.1 million net income). Without these inputs our operational result was a loss of \$262,000.

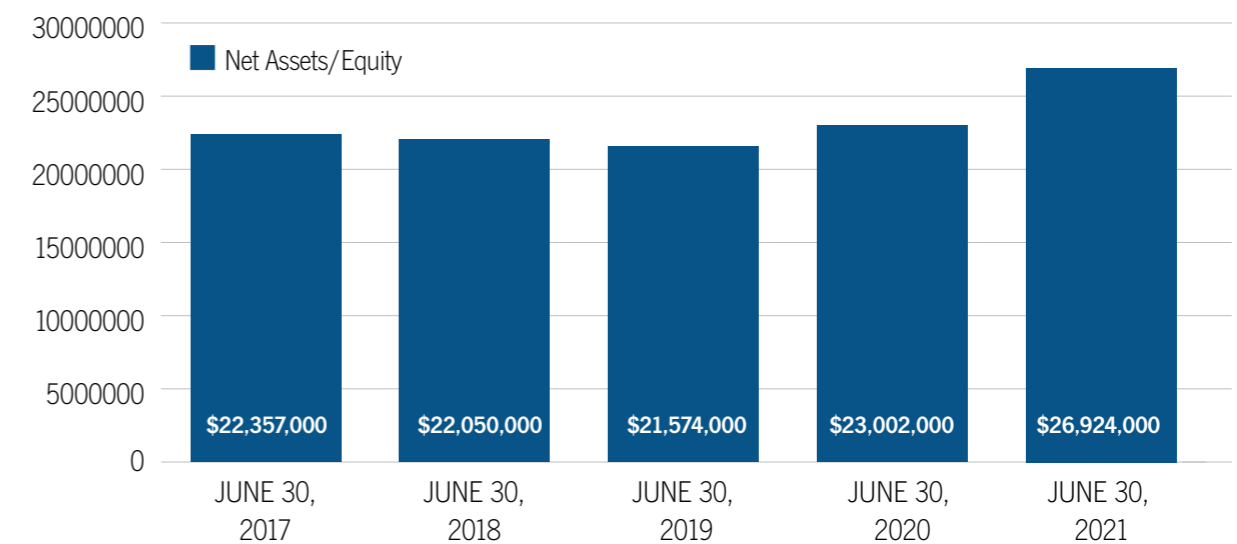
The JobKeeper subsidy was critical to ensuring Greenacres could continue to operate through the lockdown. The funds received subsidised salaries and other costs while we were unable to run at full operations. While we received \$6.17 million in JobKeeper payments, we paid out \$2.8 million to Greenacres staff including supported workers. The balance of the subsidy was used to support Greenacres operations and has provided a boost to our cash position. These funds were and will continue to be invested back into Greenacres' operations to ensure we remain financially strong during these difficult times.

We feel positive for the future of Greenacres. We know the pandemic creates an unpredictable environment, but we are much more experienced in adapting to offer safe and tailored services to our participants. We know the ongoing changes to the NDIS pricing will present challenges and we will work with other providers to advocate to the NDIA to create a balance between fair pricing and the sector's sustainability. Most importantly, we know we have dedicated and committed staff that will ensure our ongoing success.

Profit/Loss



Net Assets/ Equity



Thanks to our Sponsors and Partners

Thank you to the following organisations who have supported Greenacres this financial year.





Contact Greenacres today!

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